

APRIL, 1914

ELECTRICAL MERCHANDISE AND SELLING ELECTRICITY

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EXPRESS CARS
FIRST STOP
TWELFTH FLOOR

FEDERAL

MINIATURE ELECTRIC LAMP LETTER SIGNS

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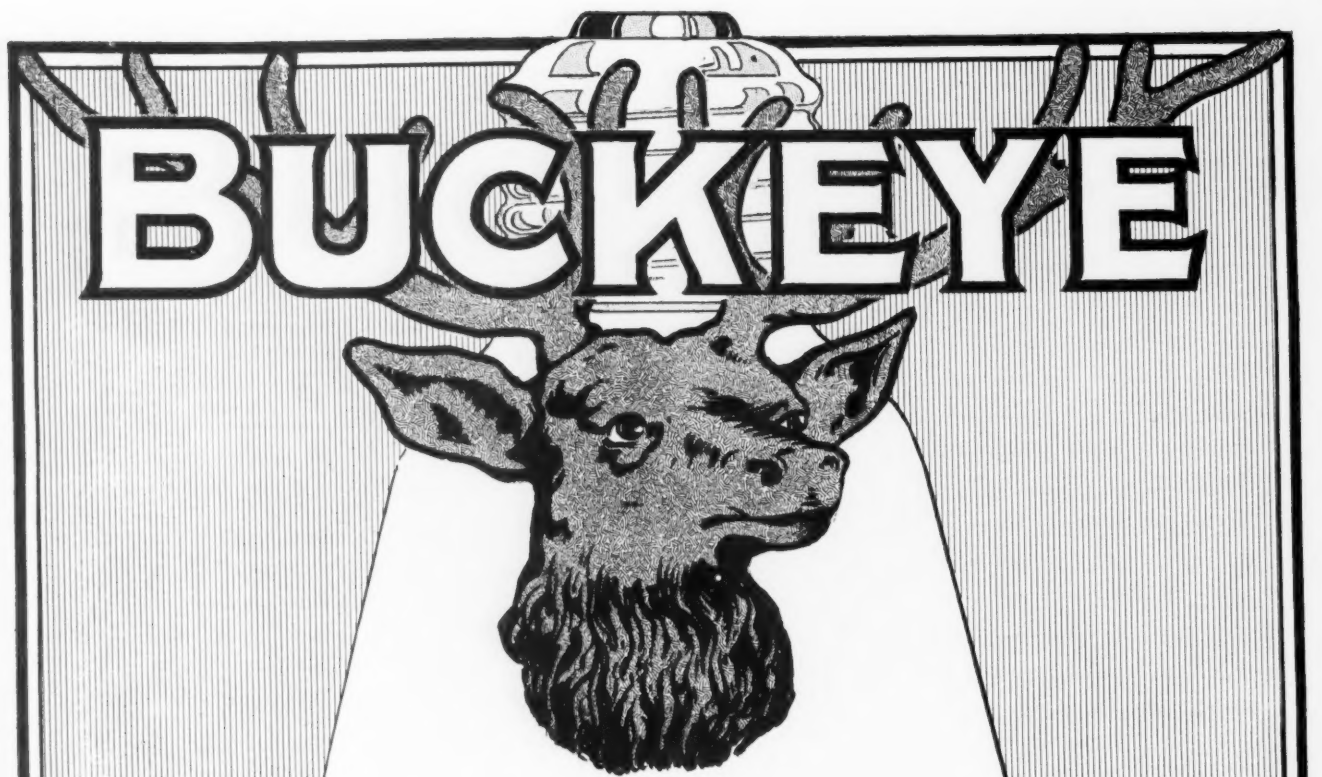
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MADE IN TWO SIZES—
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PRICES, DATA AND AGENTS TERMS ON REQUEST

Federal Sign System (Electric)


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Well-directed sales and engineering cooperation
by Buckeye experts, increase the
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The Buckeye Electric Division
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CHICAGO CLEVELAND BOSTON PITTSBURGH
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ELECTRICAL-MERCHANDISE SELLING ELECTRICITY

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PUBLISHED MONTHLY BY THE RAE COMPANY

FRANK B. RAE, JR., President and Treasurer

EARL E. WHITEHORSE, Vice-President and Secretary

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The Dirt-less Workman



Your Company Name
Goes Here

In
Your
Spring
House-
wiring
Campaign
Use
This
Booklet--

Over 80,000 copies were distributed last fall by 63 central stations. It does the explaining and arguing before your salesman calls. It wins the contract.

A 2-color booklet with your name on the cover.

Send your Order Now!!

Price Schedule

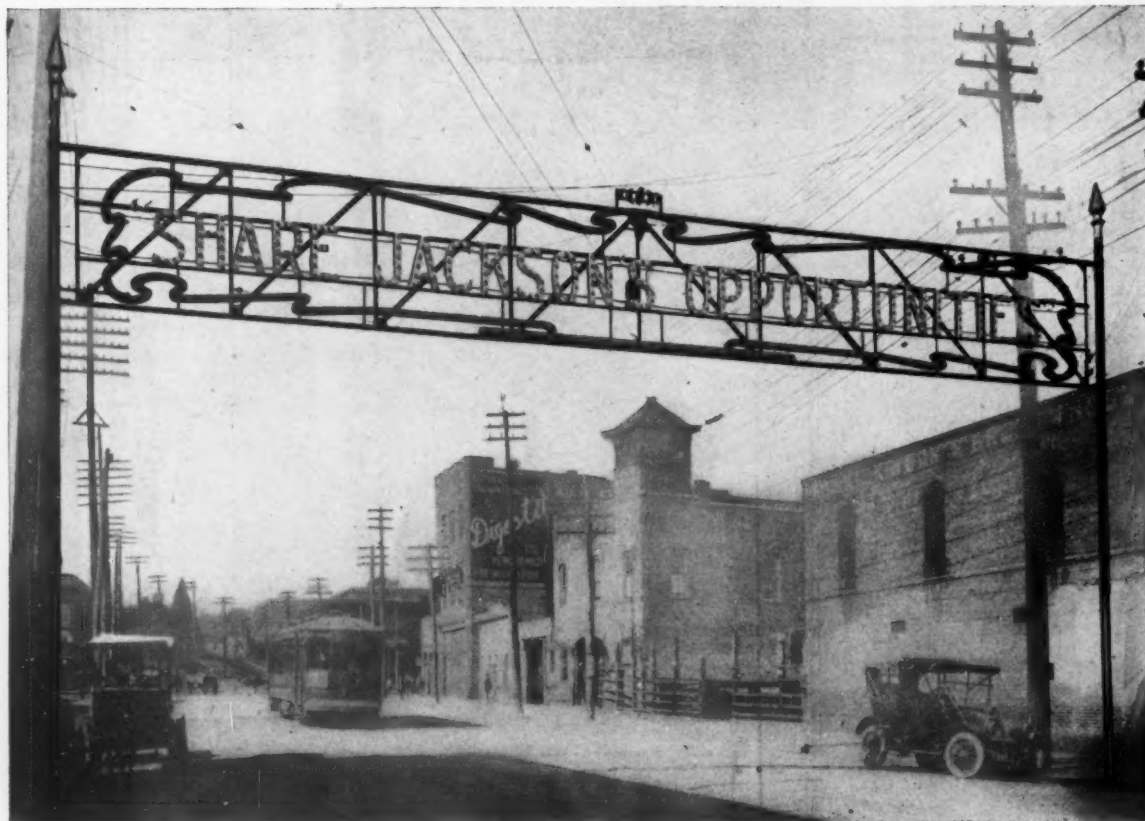
10,000 booklets	2 cents per copy
5,000 booklets	2½ cents per copy
1,000 booklets	2½ cents per copy
500 booklets	3 cents per copy
250 booklets	3½ cents per copy
100 booklets	4 cents per copy

THE RAE COMPANY

PUBLISHERS,

17 Madison Avenue,

New York City



Slogan Sign at Jackson, Mississippi

"SHARE JACKSON'S OPPORTUNITIES."

Progressive cities are erecting slogan signs all over the country.

This one spans the street, being supported by two slender but strong poles—the span is 55½ feet—notice the straight and true line of the framework.

The letters are 30 inches in height, and with the addition of the green border and ornaments, make a striking and effective display, advertising Jackson to all who visit or pass through that enterprising Southern City.

Greenwood can build you a sign for your city—if it hasn't got one, it should have—write us for details and designs.

We make all kinds of electric signs, and nothing else, consequently we **KNOW HOW**.

Individuality

GREENWOOD ADVERTISING COMPANY
GREENWOOD ADVERTISING COMPANY (Western)

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LOS ANGELES

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APR 25 1914

ELECTRICAL MERCHANDISE AND SELLING ELECTRICITY

Edited by FRANK B. RAE, Jr.

EARL E. WHITEHORNE, Managing Editor

The Winning of a City

The Story of a Campaign for Confidence and How It Won More Than Friends

BY A. LARNEY

Formerly New Business Manager Minneapolis General Electric Co., Minneapolis, Minn.

[This article of Mr. Larney's appears more than one year after the date of the events he chronicles, and in the meantime Mr. Larney himself has left the central station industry, to become district manager of New York for the Westinghouse Lamp Company. But the story loses no interest or value by this fact. This is a remarkable history of a remarkable campaign; in which strangers came to a hostile city and won it through the simple, straight-forward exercise of honesty and candid fair-dealing.

The conditions in Minneapolis were unusual, in that a new management took over the property at the very time of a spirited filibuster against the central station, an organized revolt against the company's rates. The change in ownership just at this time was viewed with suspicion and there was no welcome on the mat when the new manager came to town. How he came and what he did and what was accomplished is told by Mr. Larney, who was the man behind this "campaign for confidence." It is worth reading and there is a refreshing stimulus for every man who is fighting prejudice in some other town for it points the way to readjustment and prosperity.—Editor.]



I AM writing this story of our campaign for public confidence in Minneapolis for two reasons, because I have been repeatedly asked to tell the inside facts for the benefit of other central station men, and because, personally, I feel that it should be told. I know of no other case where the policy of open sincerity and fair dealing has been so thoroughly tested against such odds and proved so strong a weapon against injustice and prejudice. It simply shows how unnecessary and avoidable are the troubles that come through popular disfavor, and I believe that it should stimulate any central station now in trouble to go before the people in the same way and restore confidence.

I have hesitated for fear that the telling of this tale might be misconstrued as a reflection upon the organization which we succeeded in Minneapolis. I do not intend it as such. The conditions which we encountered on taking over the property were the outgrowth of years of political and other troubles, and I believe that the new administration, starting with a clean slate, was able to overcome obstacles practically impregnable to the former management.

The Conditions Confronting the New Administration

The Minneapolis General Electric Company was purchased and taken over by H. M. Byllesby and Company on August 1, 1912. Mr. R. F. Pack was installed as general manager of the property, and I was transferred from the Consumers Power Co. of St. Paul. I had recently gone to St. Paul from Oklahoma City, where for a year and a half I had been stationed as new business manager of the Oklahoma City Gas and Electric Co., and a group of

five affiliated properties, all operated by H. M. Byllesby and Co. I took charge of the sales department of the new acquisition and set to work to assist Mr. Pack in establishing the new regime in the public confidence. Conditions in Minneapolis were bad.

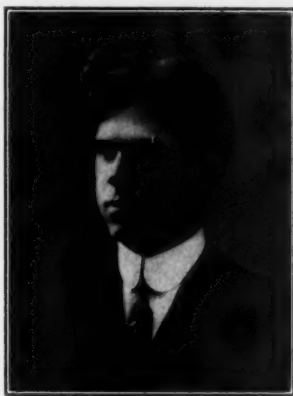
The company had been harassed for years by political complications that were

the disgruntled consumers, including a large number of merchants, demanded rate regulation by the City Council

The Council responded by passing an ordinance establishing certain rate limitations worked out on the block plan; and notwithstanding the company's contention that such a procedure was entirely illegal, many consumers took advantage of the opportunity to pay their bills according to the ordinance rate, rather than as figured under the company's schedule, taking a chance on the legality of the city rates being sustained by the courts. These conditions were still unsettled when the Byllesby organization acquired the property. Popular feeling against the company was strong, the newspapers were acutely antagonistic and the transfer of the property to other hands brought no abatement of suspicion and hostility.

Organizing for the Campaign

It was on August 1st, 1912, that we arrived in Minneapolis and faced the problem of winning the friendship of the Minneapolis people. Obviously, no attempts at sales development could be undertaken until this was in some measure accomplished, and it was decided to center the entire scope of our relationship with the public, under the direct charge of the new business manager, and center our entire efforts in an endeavor to demonstrate our desire to give good service, fair treatment. To this end the entire organization was divided into three departments—the Operating Department, which was entirely responsible for the generating and transmission of current; the Accounting Department, whose efforts were confined to office work alone; and the Sales Department, which handled all our relations with the public regardless of subject. In other words, neither the operating or accounting departments were allowed to



A. Larney

responsible for much dissension and delay and had aroused a great deal of unpopularity and bad feeling. As a result of these conditions, mixed rates, concessions and other incidentals had crept in, adding further intricacies, and the usual agitation for a municipal plant followed, as a matter of course. Similar situations, unfortunately, have not been uncommon; and have existed in many other cities for years. In Minneapolis, however, matters culminated when

NO. 188 Nov 27 1913

MY COMPLAINT OF 11/23/13 WAS

☒ TAKEN CARE OF TO MY ENTIRE SATISFACTION

☐ WAS TAKEN CARE OF

☐ WAS NOT TAKEN CARE OF

REMARKS: I appreciate your prompt attention especially in attending to the matter after working hours on Saturday

SIGNED: M. M. Lynde (M. M. Lynde)

FILE ☐ WITH CASE. Mailing this postcard will aid us in maintaining better service to you.

NO. 21 1/25 1913

MY COMPLAINT OF 1/23/13 WAS

☒ TAKEN CARE OF TO MY ENTIRE SATISFACTION

☐ WAS TAKEN CARE OF

☐ WAS NOT TAKEN CARE OF

REMARKS: I appreciate to have this problem solved. I am a business man and I am sure that you will be pleased to hear that I am a satisfied customer.

SIGNED: J. E. Kelly (J. E. Kelly)

FILE ☐ WITH CASE. Mailing this postcard will aid us in maintaining better service to you.

NO. 16 1/25/13 1913

MY COMPLAINT OF 1/23/13 WAS

☒ TAKEN CARE OF TO MY ENTIRE SATISFACTION

☐ WAS TAKEN CARE OF

☐ WAS NOT TAKEN CARE OF

REMARKS: I want to express my appreciation of the reliable and expeditious manner in which the matter herein referred to was handled.

SIGNED: J. E. Kelly (J. E. Kelly)

FILE ☐ WITH CASE. Mailing this postcard will aid us in maintaining better service to you.

NO. 9 Nov 27 1913

MY COMPLAINT OF 3/7/13 WAS

☒ TAKEN CARE OF TO MY ENTIRE SATISFACTION

☐ WAS TAKEN CARE OF

☐ WAS NOT TAKEN CARE OF

REMARKS: Your Service is certainly top-notch. I am sure that my notice was handled in a most efficient manner. I should say that I am a satisfied customer.

SIGNED: J. E. Kelly (J. E. Kelly)

FILE ☐ WITH CASE. Mailing this postcard will aid us in maintaining better service to you.

NO. 42 4/26 1913

MY COMPLAINT OF 4/23/13 WAS

☒ TAKEN CARE OF TO MY ENTIRE SATISFACTION

☐ WAS TAKEN CARE OF

☐ WAS NOT TAKEN CARE OF

REMARKS: I am sure that this fine service is appreciated. I am a satisfied customer.

SIGNED: J. E. Kelly (J. E. Kelly)

FILE ☐ WITH CASE. Mailing this postcard will aid us in maintaining better service to you.

NO. 25 4/13 1913

MY COMPLAINT OF 4/10/13 WAS

☒ TAKEN CARE OF TO MY ENTIRE SATISFACTION

☐ WAS TAKEN CARE OF

☐ WAS NOT TAKEN CARE OF

REMARKS: I am sure that this fine service is appreciated. I am a satisfied customer.

SIGNED: J. E. Kelly (J. E. Kelly)

FILE ☐ WITH CASE. Mailing this postcard will aid us in maintaining better service to you.

Out of 2000 return post cards that followed-up the trouble men, 1750 replies came back, expressing satisfaction

transact any business with consumers or prospective consumers or make any suggestions to them; all matters being referred by these departments to the sales department, they in turn getting in touch with the customer affected. In this manner we avoided entirely the possibility of the consumer claiming that he had received contradictory statements or information from various branches of the same company, which greatly simplified our work in the sales department. I had available for my active work a force of 35 men.

An Appeal for Probation

During the first two months, we devoted ourselves exclusively to a campaign of personal visitation on the business men of Minneapolis to ask them to suspend judgment on the new management for a period of six months to enable us to reorganize and prove ourselves. It was pointed out that we were as eager as themselves to sift the rate situation to the bottom and establish a condition of absolutely open and unquestionable fairness to every customer; that we were in no way connected or involved in any disputes or misunderstandings of the past and should therefore have their cooperation in the work. We told them that we intended to make an analysis of every account on the books and as soon as this was accomplished we would be glad to take up each case, if necessary, and discuss it with the customer and come to an agreement mutually satisfactory and fair to all.

I personally called upon the editor of every local newspaper and told them that we asked for nothing but an opportunity to get acquainted with them, and inform them as to central station conditions. I explained that as these editors were the educators of the public on all such matters, they owed it to themselves and their readers to understand the business of making and selling electricity, to keep in close touch with the new management of the Minneapolis General Electric Company and to know at first hand whether or not we were making a sincere effort to serve the community honestly, and to inform the people accordingly. I discussed with them the general subject of rates and provided them with data from the proceedings of the various State Public Utility Commissions, that showed clearly that there is more than one or two sides to this complicated question. It asked these editors to allow me to be of service to them in providing any information of whatever character they wanted, to enable them to follow and present the controversy with the open fairness that the public was entitled to. In every case I was able to convince these newspaper men of my own personal sincerity and their response was not only gratifying but of the greatest benefit to the company. We were treated with absolute fairness by the Minneapolis press from then on, and the editors availed themselves of my offer of assistance, and referred to me many letters from citizens, bringing up points on which the editors were not informed. In these cases I read the letters, investigated the facts behind the criticism, and made a clear report to the newspaper, which invariably published my statements unquestioned. Naturally, this frank discussion exerted a strong influence on the public mind.

The Rate Situation

In the meantime, under the supervision of Mr. Pack and myself, the new rate schedules were worked out on the most scientific basis. Mr. Pack is a very ad-

vanced and progressive man and brought to this problem a wide experience in central station administration. The schedule which we finally developed, not only produced a very material reduction in the rate to the average consumer, but it entirely eliminated all the inconsistencies both of the previous rates of the company and the ordinance rates established by the City Council. By inconsistency, I mean, that these various schedules for residence, commercial and power service had not been so related that a given consumption of current, under similar conditions, with similar load characteristics, did not necessarily resolve to approximately the same charge per kwh. The result was that when the trouble started, many consumers on comparing bills found that there were wide discrepancies that were apparently neither necessary nor just.

As our men went about asking the business men for a temporary suspension of judgment, they announced to all that a new schedule of rates would be instituted as soon as possible. In fact, before the new rates were published we had practically called upon the entire city, and in every case we told them that the new schedule would raise the rate on all the old preferential contracts, but lower the bills for many other consumers. But we stated that we could not in advance, forecast for each account what the effect would be, and for them to wait without criticism until receipt of their first bill under the new system, and then if it was higher and they were not satisfied, to come to the office and I personally would get out our records and an analysis of their past account and go over the whole matter with them.

Preparations for the Change-Over

On Thanksgiving Day, we published in all the newspapers a statement occupying full page space, to the effect that we took advantage of the day, to announce a very substantial rate reduction, which would become effective as soon as the complete acquisition of the property made it permissible. We indicated that it would be possible, we believed, for the experts to complete their investigations within 60 days, at which time the reduction and full schedule would be announced in all newspapers.

We anticipated considerable difficulty in effecting these changes in rates, and made all possible preparations to reduce to the minimum any opportunities for misunderstanding and trouble. We employed additional help and assigned a number of experts to review the accounts of all our customers. Statements were drawn up showing the kilowatt hour consumption for the past 12 months and this was worked out in opposite columns to give a parallel under the new rate. Where the consumer had a choice of two of three schedules, the past year's consumption was figured out on all three, so that we had positive and convincing evidence for any consumer who called at the office, when he called, to prove to his entire satisfaction that the new rate we had assigned to him was the one most advantageous to himself.

How 24,000 Accounts Were Reviewed

In the meantime, in the office, we had actually reviewed 24,000 accounts on our ledgers, and drawn up statements showing how they were affected by the new rate. These statements were held with the correspondence pertaining to that account awaiting a call from the customer. Before the bills went out additional telephones were installed and we organized our entire new

Out of 1750 return cards expressing satisfaction, 1596 bore additional complimentary remarks, like these.

was abandoned, only to be saved and restored to their families through the efforts of our pulmotor squad. Of course, this work was given wide publicity by the press and the pulmotor won us thousands of friends.

The High-Speed Trouble Service

But one of the greatest factors in our success was brought about by our "trouble service." A large force of trouble men were equipped with motorcycles and kept constantly on duty to answer calls. When word came in from a consumer, a man jumped on a motorcycle, at once, and was often on the premises in ten minutes. This created the greatest surprise and approbation. It was an unfailing cause of surprise to the customer, and in many cases, when this was followed by a telephone call from the "General Manager's Office, perhaps, a half hour after the man had completed his job, inquiring if the complaint was taken care of satisfactorily and was there anything else we could do?"—you can imagine the effect.

In important cases where there was not a telephone, a salesman went out as soon as the trouble man reported back, and made the inquiry. For the general routine we adopted the use of the return post card, of which many are reproduced with this article. Within the first six months after we took charge in Minneapolis over 2,000 of these return post cards were received from customers to whom we had sent trouble men. Of these 2,000 cards 87½ per cent stated that the complaint was taken care of satisfactorily, and 79.8 per cent volunteered such complimentary remarks as you see on those reproduced here.

When 1,750 people, within six months, take the trouble to sign a post card, and mail it for the purpose of expressing satisfaction with a central station, it is gratifying in the extreme. When 1,596 of them add a complimentary word for approval, it shows that that company is not without friends. It had become a live topic of popular conversation, heard on all sides. And this was in Minneapolis where at the outset we had faced little but unfriendly criticism and opposition.

Joining Hands With All the City

Meanwhile, in every other way we could, we endeavored to interest and identify ourselves with the life of the city. Mr. Pack and myself as well as our salesmen and other employees, gradually became members of all the clubs and associations in the city. We simply took a list of the 35 or 40 organizations in the city, found out what the dues were and gave the men the money to join. It was a part of their duty to turn in reports covering all the meetings so that we knew at all times just what discussion took place. These reports were filed and if matters pertaining to the Minneapolis General Electric Co. came up, we were able to furnish the facts and figures necessary to lay the case full and fair before the body, with assurance that we would be judged justly.

District men were active in keeping in touch with all affairs of their localities; not to watch but to work. In this way we came into personal friendship with all classes of customers, and there was always somebody on hand who understood our situation and could explain our attitude, and the reasons for it.

All this had its good effect. We improved the appearance of our office by the introduction of a reception room for ladies, well furnished with comfortable chairs, rugs

and palms, and it was used by them as a meeting place. Gradually we took up the active work of selling and found that we had built up a confidence and popularity that was well founded and staple. By the end of twelve months we had added 25,000 horsepower to our output and had increased the new business of the company by more than 100 per cent, over the best previous year's record.

The Never-Failing Opportunity

I like to look back upon that campaign in Minneapolis and run over my photographs of some of those first 2,000 post cards. It is a simple and convincing proof—knowing the episodes that lie behind these signatures—that no matter how deep and acrid the prejudice and misunderstanding may be, a straight-forward honest effort to do justice will win in any case. There is no reason why any central station should go on suffering the costly and discouraging tings of unpopularity, if the manager will take the trouble and pains to win his city back again.

It is not an easy task to analyze 24,000 accounts and devote your whole strength to proving your honesty; but it can be done and must be done if the work shall prosper and life be worth living. But here is the great, essential point in my opinion; a campaign to win friends is like a campaign to win orders, or any other campaign; it must be planned and organized and operated as a campaign, if it is to succeed. If this kind of housecleaning is left for odd times, to be taken care of as convenient, it will never, it can never be done, for the troubles that linger will drag you down. The only way to win the confidence is to win it, from the whole city, all at one time. It must be a campaign and enjoy the supporting benefit of the contagious enthusiasm and publicity that the campaign is made of.

I firmly believe that there is no situation in the country today, where the confidence of the entire community cannot be gained if the honest management of the central station will only go out and win with a campaign for confidence. Opposition, suspicion, and distrust between a utility and its public are invariably fed and founded on misunderstanding. A persistent campaign of candid and conscientious adjustments backed by a service that is undeniably sincere will win against all odds. Then why should any company submit to unpopularity and waste—that greatest asset—Good Will?

The Luncheon Club in Los Angeles

A letter just received from J. Harry Pieper, of the Southern California Edison Company, Los Angeles, Cal., gives some interesting details of the manner in which the local electrical luncheons are conducted. Mr. Pieper writes,—

"The Jovian Electrical League of Southern California took a new lease on life beginning last October, when a new Executive Committee was appointed. Luncheons are held weekly at Christophers, 551 S. Broadway, at noon, with average attendance of over one hundred.

The chairman of the program committee, who happens to be yours truly, arranged the first three programs. They were of such high class that a high standard was established for others to follow. He now appoints a "Chairman of the Day" for each meeting at least a month in advance, thus giving time to arrange a program, which each chairman is expected to do, besides presiding at the meeting. The result is a

friendly rivalry, each vying with the other to put over a stronger program.

"Each program consists of a speaker or two, with an entertainment feature, the latter being secured from the local theatres and other sources. All of the educational talks have been most excellent and the amusement feature unusually good, with a result that members are afraid to stay away for fear of missing a good thing. A dandy good feeling exists among the boys, competitors treating each other like human beings and cooperation is the watchword. Our membership is composed of the representative men of the city in our line of business.

"We hold our next rejuvenation Friday, February 6th, with a class of fifty. Expectant among the notables of the class being R. H. Ballard, secretary and assistant general manager, and B. F. Pearson, general superintendent, of the Southern California Edison Company; also L. C. Kerrick, factory sales manager of Kentucky Wagon Manufacturing Co., manufacturers of the Urban electric truck. Next week the club is to be the guest of John A. Roebling's Sons Company in their new warehouse. Luncheon and entertainment will be furnished by this progressive firm with an inspection of their new warehouse to follow. There is a movement on foot at this time to procure quarters in conjunction with other luncheon clubs in different lines.



Selling Electric Cars to Elderly People

By R. G. MUNROE
Good Service Supervisor, Denver Gas and Electric Light Co., Denver, Col.

The intricacies of the gasoline automobile have more terrors for elderly people than they do for those of the rising generation. The young man who cannot afford both a gas and an electric car, gets a gasoline auto and he and his wife both master its operation in a short time. But to the elderly couple who likewise can afford but one car and no driver, it is a different matter. The Denver Gas & Electric Light Company is taking advantage of the simplicity of operation and ease of control of the electric pleasure vehicle and is specializing upon elderly couples who appear able to afford an automobile.

The writer has in mind two instances where elderly people in the southern portion of Denver were interested in electric pleasure machines, though they would never have attempted to drive gasoline cars. The prospects in each case were over seventy years of age, one a widow who, although owning two gasoline cars, had to depend upon the convenience of her young grandson to get about, the other, an old man in moderate circumstances who was interested in an electric coupe for the taking out of his helpless, paralyzed wife. The lower mileage and speed of the electric are no disadvantage at all in their eyes.

Theodore Dienst, formerly business manager of the Texas Public Service Company at Gilmer, Texas, has been appointed business manager for the same company at Bay City, to succeed W. C. Duncan who takes up other work in the service of the Albert Emanuel Company of Dayton, Ohio, operators of the Texas Public Service Company.

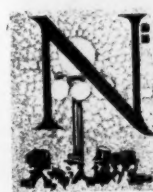
The Practical Salvaging of Employees

A Record of Experience in Saving the Money Invested in Men Who Have Not Made Good

By WILLIAM GOULD
Manager, Bureau of Special Canvasses, The New York Edison Company, New York City

[A few weeks ago when the Ford Motor Company announced its new policy of the five-dollars-a-day minimum wage, and the lime-lights were all pointed at this remarkable enterprise, everybody began reading about Henry Ford and his theories on the operation of the employee. One of the many interesting features of his organization, we found, is a labor-clearing-house, where they send the failures, before firing them; the idea being that money has been already invested in these employees and to discharge such a man is a waste of invested capital, not to be countenanced unless it is absolutely proven that that man can not be restored and reclaimed for use in some other capacity.

It has not been generally known that this very policy of salvaging the employee has already been in operation for sometime in the organization of the New York Edison Company, and found as practical an efficiency for the central station as in the factory. This interesting new departure in welfare work was organized and has been in direct charge of Mr. William Gould, who has consented to tell what has been accomplished, believing that it may be of direct suggestive value to other central stations. It will pay you to read this story as it appears in the coming issues of Electrical Merchandise.—Editor.]



NOT very long ago, I talked with an eminent psychologist, endeavoring to find out whether there is any practical method of testing men to determine their general fitness for a position. He stated that there were exhaustive tests, which took a lot of time and gave very small results, but that so far no practical way had been discovered to determine the qualifications of a man for a job. There are phrenologists who claim they can tell whether a man is adapted for a certain line of work, and they may be able to do so, but it would be no guarantee of efficiency. We may use great discrimination in selecting our men, but our labor is lost if we overlook the important fact that it is possible for good material to be spoiled and poor material to be improved by the process of handling. In other words, we need not spend as much care on *whom* we will employ as on how we will handle the men after they are employed.

From very reliable figures in my possession, it has been demonstrated that 95 per cent of the cases where men have failed have been caused by lack of proper training and by incorrect methods of handling. From this figure, for the truth of which I can vouch, it is apparent that there must be something materially wrong; and the real reason, I firmly believe, is that this important matter of training men after they are employed, is not given sufficient attention throughout the commercial world.

The Investment in Training

Any plan that will save the employee from discharge, that will put him on the road of right thinking, that will keep up his interest and enthusiasm after he is on that road—I consider wise and fair treatment; in other words, it pays to save an employee from the blight of his own ignorance and mismanagement by his boss. Too many times employees are discharged because their work has not been satisfactory, when as a matter of fact the failure has not been as much due to the employee as to the man directly over him.

I figure that after a man has been with a firm for six months or more, and is discharged because of unsatisfactory work, the company so discharging him is losing quite as lamentably as the employee. This is a double loss and can never be made up unless there is a double gain. After a concern takes in a man and trains him, spends much of the manager's time in this training, corrects mistakes and spends money in the development of this employee, it cannot afford to throw him away. An investment has been made. It should not

be sacrificed except in a very few cases—about 5 per cent of the whole—where the employee has proven himself irretrievably "yellow" while in their employ.

How ridiculous we would consider it for a man to buy a piano on the installment plan and pay \$10 a month for the full term, and then discovering that he has a poor piano, make absolutely no complaint nor any effort to get the value of his money. He would be considered crazy. Then, how can we afford in the business world, to pay a weekly salary of \$10 or more to an employee and keep him for 26 weeks with an investment of \$260 or more, and then discharge him for incompetence. It is ridiculous; and yet it is being done every day. And it has been proved in the New York Edison Company that this man can be taken care of and salvaged from himself and put to work to his own and our advantage.

The Edison "Training Class"

It will be my endeavor in this series of articles to discuss, in a very plain, matter-of-fact way, the hiring, training and handling of men, so that everyone who reads can put into operation any of the suggestions or schemes mentioned. These ideas and theories have been very successfully demonstrated in practice. Many things said here may create the impression that these ideas are generated from the view point of a Sunday school superintendent, but you may be assured this is not the case; we are working for a definite, economical end, with all the sentiments and so-called philanthropic ideas eradicated.

Mr. Arthur Williams, General Inspector of the company, about three years ago, decided that when any employee in any bureau of his department was not giving the manager satisfaction, he should be sent to me and given the time and attention to determine whether he was working at the wrong job or working at the right job but with the wrong attitude. In other words,

Mr. William's position is that the last thing he wants to do to any employee is to discharge him, and we are willing to go seven-eighths of the way toward bettering the condition if the employee will only go one-eighth of the way.

The department of which I have charge, and to which these men come, is called the "Training Class," and since its organization, many interesting conclusions have been reached in a practical way, and many things demonstrated which I hope will be of interest. It was an experiment at the start but it has proven a success. Up to the present time 73 men have been sent to me, either with no Edison experience, or with experience which was not to their credit. Out of this number we have requested resignations from five, because we found they were impossible. This is about 5 per cent of the total

The Five "Impossible" Cases

Let me explain right here what I mean by "impossible." These five men were requested to resign for the following reasons:

The first man, who had been with the company two years, was very unsatisfactory to his manager. He had a habit of telling anything but the truth, and was "tough" and lazy. To sum it up in a few words, he was a very poor influence to have in any department. After keeping him with me for a month, during which time I had many

personal talks with him, trying to get him to see what he was doing, and how unsatisfactory it was, I found it for the best interests of the company to recommend that his resignation be requested. In this case, I might add that if I could have started sooner, I could have saved the man from himself and from discharge.

The second man had been with the company over three years and was doing very unsatisfactory work. He also became involved in a money transaction which was very dishonest, and his resignation was requested.

THE NEW YORK EDISON COMPANY									
BUREAU OF TRAINING					INDIVIDUAL RECORD				
NAME	ADDRESS				AGE				
ENTERED	FROM								
LEFT	FOR								
APPEARANCE									
TALK									
PENMANSHIP									
ATTITUDE									
REMARKS									

This is the file card that Mr. Gould uses to record the cases that pass through his hands. On the reverse of the card, when he passes a man for new work, he enters a final rating on: executive ability, initiative, commercial value and technical value.

The third man, had been with the company two years. He did not prove a success, and was sent to me. I had several personal talks with him, but after several months, I could not impress upon him the importance of paying more attention to work, and as he had lied to me on several occasions, and misrepresented facts and secured information which did not turn out to be authentic, his resignation was requested.

The fourth man who had been with us three years was a young man who became mixed up in a money transaction—another case of dishonesty—and upon due consideration of his case, we thought it best for the company's interest to ask for his resignation.

The fifth man was with us nearly a year, and had been taken on although we knew he had been discharged from another company because of his disagreeable attitude toward customers. He was turned over to me, because of this defect. He was seemingly intelligent. He coupled with his disagreeable attitude very poor work, and after repeated efforts to try and get him to see what a mistake he was making for himself, his resignation was requested.

These are 5 out of 73. The other 68 have been transferred from this department to other positions than those from which they came, and up to this time they are doing satisfactory work. Some of these men have been in the service of the company ten years and when you consider the investment the company has made in the time spent in their training, and also the salary received by these individuals, you will begin to realize the immense amount of waste that is incurred by a too hasty discharge of employees.

The System of Individual Attention

Of course, there is a system used in handling the cases sent to this department, but it is so simple that the word "system" frightens it. It is summed up in the two words "Individual Attention."

On the occasion of a man being sent to me, I am first informed by his manager why he is being transferred, how long he has been with the company, in what capacity, and how his work has been. I get information from the manager's point of view, concerning all his poor qualities as well as his good qualities. When the man arrives here, I proceed to ask him why he has been sent to me, and what the trouble was in his department, telling him I want to know just exactly how he feels, and that this information will be strictly confidential and will go no further. It does not. By talking to him as a friend, I get the employee's view point, which, with the manager's view point, gives me some very interesting details with which I can better judge the case. I further impress upon him, in the kind of language which I think he will best understand, that he has not been sent to my department so we can "get something on him" and discharge him—as we already have enough on him if we wanted to do that—but that our object is to correct whatever mistaken ideas he has, and to give him another chance, after showing him how to do good work, and promote himself. It must be understood right here that we cannot promise a man in this position anything that we cannot deliver to him. I try to show the men who come to me, how many men who have been sent to me under similar conditions have been promoted and are now doing good and satisfactory work for the company.

These men stay with me until I am convinced that their ideas have changed to the

extent of their being trusted with another department head. I never send the men back to the departments from which they have been transferred.

At the beginning I have a talk with each man, in which I try to give him an idea of what I hope he will do, what I want him to do, and what he must do, the talk being given in as pleasant and friendly a manner as possible. As an example, take the case of John B.

The Case of "John B."

Not having done good work and having created quite a little disturbance in the department in which he was employed, he was sent to me as practically a hopeless case, and he looked the part. I talked with him for about twenty-five minutes and found that it was practically impossible to reach him by the ordinary methods, as he was hardened to almost any appeal. Finally I changed my tactics, and told him I was the "goat," that his manager had sent him to me knowing he was practically worthless, and that the word had been passed around that they had "slipped one over on me." I asked him if he thought this fair, and he replied sullenly that he did not know much about it.

I asked him if I had ever done anything to hurt him, and he replied "No." Then I asked him whether he wanted to "put me in Dutch" (I would like to direct attention to the fact that I speak in the language of the individual I am talking to.) He replied that he had never tried to get anyone in Dutch but that it looked as though he had succeeded in getting himself there. I told him it appeared to me we were in together on the proposition and that I would consider it a great hit if, by making John B. of value to my department or any other to which he might be transferred, we could turn the joke back on the managers who thought they had put one over on me.

John B. immediately entered into the spirit of the suggestion and said he was game if I would take a chance along those lines, and when I assured him I did not see how I could do anything else and that I would come seven-eighths of the way if he would come one-eighth, he stretched out his hand, and as we shook hands, he made the statement that he had "never gone back on a pal yet." The results are shown when I tell you that John B. is today one of the most helpful men in my department.

The Rating and the Record

When I have finished my initial talk with each man, I ask him to write down what he thinks I want him to do, and how he feels about being transferred to this position. In the meantime I have taken into consideration his general appearance, how he talks, whether he is above or below the average in intelligence, and also look at the sample of his penmanship, when he gives me his written statement. This statement I file. I then note my impressions of the man, together with his name and address on a file card. (Reproduced with this article.)

The rating of a man we hope to change where it is needed, and the work that he does in this department governs that entirely. If his work is good, if his attitude has changed, if his penmanship improves—and we make him pay attention to this point—all these things change his rating. If he needs any helpful suggestions along the lines of appearance, his clothes, the general impression he makes on a customer and the way he talks, we try to impress these things upon him. A man may have a high mark in all the four classifications, but on the

other side of the card we note—not before but after he leaves us—his executive ability, initiative, commercial value or technical value. This card merely acts as an aid to a large book of information which I keep, containing a more detailed description of each man. This is very interesting reading, but more interesting and more satisfactory is the record what these same men are doing in the Edison Company, the good showing they are making, and the satisfaction they are giving to their managers.

While these men are with me, I try to impress upon them the value of reading, giving suggestions as to what they should read, and throwing open to them the little library we have here in the department. And anything they want in this line, not in the regular school library, the company will very gladly get for them. In short, the only right and fair means of salvaging employees is to give them exactly what they need to make them business successes, and not what we think they ought to need.

Utilizing the Men in Training

It might be asked what we do with these men on probation, that is, what work we give them to do. There is always work in any concern that these men can do, especially here in New York where all kinds of information are required and all sorts of canvasses are being made, and where we are busy all the time. This, of course, leaves a great deal to my discretion, and I must say that I always have something for them to do, work which is not only of value to the company, but is of determining value as to whether the men themselves are progressing or not. There is no sentiment attached to this proposition, and no philanthropy back of it. It is a cold-blooded, business proposition in all of its details.

A man cannot afford to pay \$40 for a suit of clothes, and find the suit is no good. He makes every effort to get the value of his \$40, either in another suit, or in having that suit fixed so it is satisfactory. That is what we are trying to do with these employees. They have not been living up to our requirements, so we make it a point to see that they do. By giving them personal and individual attention, we either improve their work and change their attitude, or else we get rid of them. In 95 per cent of the cases, the "suit" is made satisfactory.

I suggest this for you to think about:—Are not the defects of our employees (and by employees I mean those men who have been with us at least six months) our defects? Are not they the result of the environment, training and handling to which they have been subjected while in our employ? And should we not take the burden of these defects upon us and improve on them, rather than discharge the men before we try?

Vehicle Association Gaining Members

The Electric Vehicle Association announces that some 200 members have joined the Association in the last five months. There is every indication that the total will run to the one-thousand mark before the convention in October. In the meantime, new city sections have been formed in Chicago, Philadelphia, Washington and Cincinnati. It is expected by convention time there will be at least ten such sections. The fifth annual convention will be held this year in Philadelphia.

Sowing the Seed of a Slogan Sign

How the Edison Electric Illuminating Company, of Lebanon, Pa., is Fostering the Idea

By A. L. Scott, Sales Agent



LEBANON is a very old city of Pennsylvania with a present population a little over 19,000. About four months ago I was sent here from the main office of the owners in Reading, to unify the existing rates for light and power and organize a sales department. While the work, in general, has progressed as rapidly and favorably as could be expected in a town which has never been systematically informed as to the advantages of electric service, still it needs a pretty thorough campaign of education.

One of the first steps is naturally to introduce electric signs and as the initial impulse, I decided to make an effort to influence public sentiment in favor of an electric sign slogan for the City of Lebanon. I started in with the secretary of the Board of Trade, who at first did not feel any too kindly toward it, but upon being shown several articles and advertisements in *Electrical Merchandise*, showing how cities considerably smaller than Lebanon were going ahead and doing things in a modern way, his civic pride burst forth and with it that desire to have his city also put on the map, marked plain with a slogan sign. Soon after the first talk on the subject, he invited the writer to attend the next meeting of the Board and take the matter up with them.

Understanding that it would be necessary to do something more than simply tell them about other cities, I set about laying plans and with only a few days left before the meeting of the Board of Trade, hit upon a plan. I collected a mass of slogan sign data from every available source, arranged it to tell the story of not only the slogan sign but electric signs in general and published a booklet entitled, "A Sure Sign of Success" adding a sub-title—"Will Interest Only Progressive Citizens." It contained in addition to the general arguments on the value of electric sign advertising, a list of 78 cities who already have installed slogan signs, with the slogans used and page after page of the reprints of newspaper articles describing the foremost of these slogan signs and the celebrations attending their installation. It made a strong presentation.

The matter came up before the annual meeting of the Board of Trade, with no other subject up for discussion except the election of officers on which there was no contest. The books were handed out at the meeting, which was fairly well attended, although it was not generally known that an electric slogan sign proposition was to come up for discussion. Directly after the reading of the minutes by the secretary, I was called upon to present the plan. This I did, explaining fully and showing them how other cities were growing through their modern methods of civic publicity and trying to convince them that modern methods have power to boost any city, and, at the same time, work up that much sought for out-of-town trade.

Something must have been accomplished for the entire evening was spent in the discussion of electric signs. During this discussion, I tried to kill two birds with one stone, for without straying too far from the line of attack, I brought out also the value of the electric sign to the individual mer-

chant. I told what other cities are doing, produced reasons for city slogans, and explained how merchants and men in various lines of business are increasing their business through up-to-date city and personal advertising, particularly electric sign advertising, while they—the Lebanon business men—were waiting for somebody else to make the start.

Upon expressing my willingness to answer questions, I was surprised to hear practically each one in attendance present two or three of them, opening up an opportunity to offer suggestions on sign slogans, merchants' signs, window lighting, and advertising in general. I produced two of the daily newspapers of Lebanon, showing the merchants how they themselves were designating their locations in their ads, by referring to their proximity to some other well established house, better known on account of its bright windows or electric sign, there being three of the latter already installed in the city. By this time, almost every man present had been convinced to the point of a desire to be in line with his more progressive competitors in other cities. It was interesting to note, after showing them how far behind the times their merchants were in the matter of advertising, how they popped questions regarding the cost of installation and operation of signs.

On a motion of the Board, the writer was asked to call personally on all the absent members of the Board, and on other business men of the town as well, and tell them of the value of electric signs both from the standpoint of the city in general and of the merchants in particular. I, of course, agreed to do this and find out, if possible, the general feeling on the question of a sign slogan, and that I have yet to hear the first man say that he believes the city can get along as well without one. Everybody is boosting and boosting hard. And much interest is being aroused among the business men who are not members of the Board, towards a big rousing meeting next month to go into the slogan sign proposition in real earnest.

There is nothing so new about all this, I realize, but I believe that the steps we have taken here may be of interest to central station men in small cities where no movement of this kind has been started. Also I find that there is a chance to accomplish considerably more in this work than the thing actually aimed at. By making so many personal calls, the writer is gaining the good-will of the people, who are being impressed with the fact that the company has the interests of the city at heart and wishes to do its share to further those interests. Prospect after prospect is turning up for electric signs, the chief obstacle being that the merchants have no realization of the cost of installing a suitable sign—having had little or no opportunity to become familiar with prevailing prices—and they are apt to balk just a bit on this question until they are thoroughly convinced that the price of the sign is not to be compared with the advantages to be derived from its installation.

It is our plan to place copies of the slogan booklet in all the lodges, clubs, reading rooms, and other public places as well as on all the physicians' tables, in order that it

may reach as many of the citizens as possible and get them thoroughly familiar with the subject by the time we go into it with hammer and tongs. We received some very encouraging newspaper comments before as well as after the meeting of the Board of Trade and have reason to believe that the different sign companies will help the campaign along with their special literature. This, together with a series of form letters which we propose to send out, we hope will accomplish that for which we have aimed—to establish in the minds of the business men, merchants and citizens of Lebanon, the firm belief that the electric sign, no matter in what capacity it is used, is worth all, and far more, than it costs to install and maintain.

Public Demand for Electric Cleaners for Public Schools

An interesting evidence of growing appreciation of the electric vacuum cleaner was developed in Canton, Ohio, in the course of a diphtheria scare. Many school children were taken ill with this disease and a keen investigation was made by local newspapers, and developed the fact that the sweeping of schools began while the pupils were still in the building. It is believed that this was an active influence of spreading the disease.

Two school buildings were immediately equipped with motor driven stationary suction cleaners, and the improved conditions were at once apparent. Whereupon the public demand has arisen for a similar equipment in all Canton schools.

Winter Rules for Electric Trucks

During the recent period of heavy snow while the streets of New York City were badly congested, the New York Edison Company issued a set of suggestions for the guidance of electric truck users. It was thought that such advice at this time might aid materially in securing better service from such vehicles. The instructions were printed on a card bearing on its other side a list of the Edison substations at which emergency charging service may be obtained. The attention of the owners was called to the fact that no cash was necessary in securing emergency charging, the firm's name on the truck being taken as guarantee of payment. These "Truck Don'ts for Winter" were as follows:—

"Don't try to accomplish as much in the snow as you have on clear asphalt.

"Don't start out in the morning until you are satisfied that your battery has been fully charged.

"Don't try to push a drift ahead of you. Leave it for the snow contractor.

"Don't sit still while the wheels go 'round in the slush. Have a box of sand and a kitchen coal shovel handy. Use sand liberally. It is cheaper than electricity.

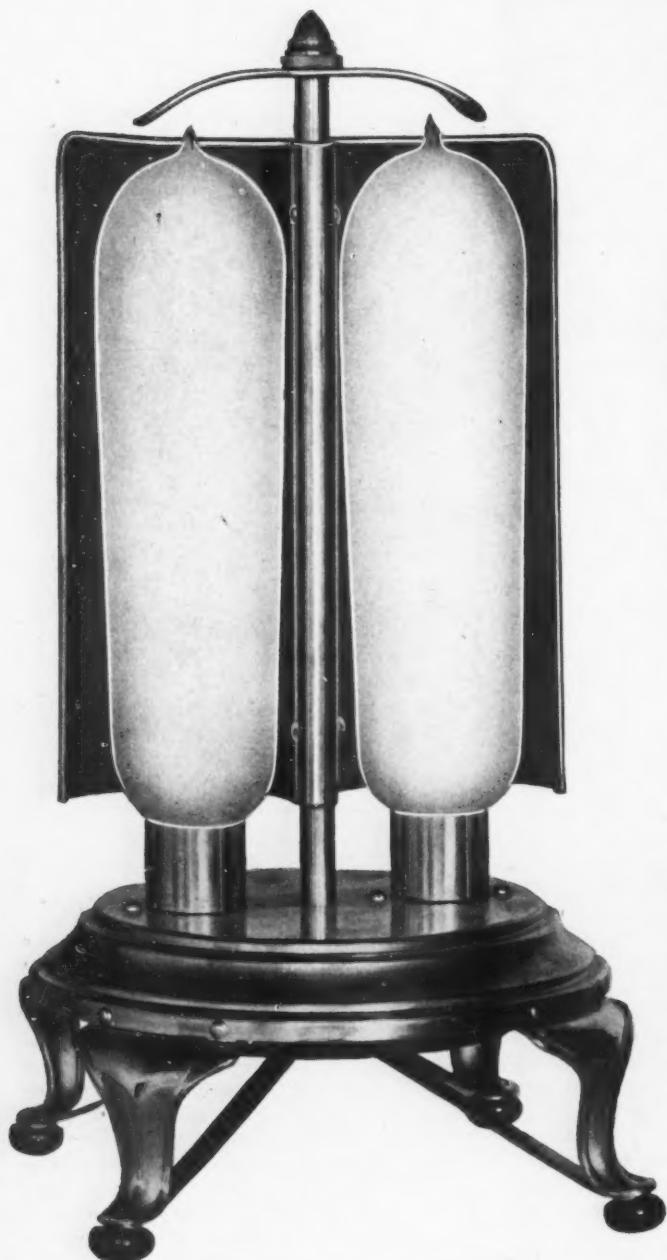
"Don't throw your power on full. Work it up gradually, not forgetting the sand box.

"Don't forget an anti-skid device. An improvised one may be made by looping three or four turns of a rope around your tires.

"Don't forget that time may be gained by leaving your wagon at the corner and making side-street deliveries on foot.

"Don't let your truck stay out all night for want of a boost. The New York Edison Company has twenty-four emergency charging stations in New York where your firm's credit is good."

This Trade Mark The Guarantee of Excellence on Goods Electrical.



A Six Dollar Portable Electric Heater

This is the lowest priced luminous electric radiator on the market. It is a safe, clean, portable heater that will cost your customers little more to buy and less per hour to operate than a good electric flatiron.

G-E Twin Glower Radiator

Since it takes electricity from any socket it is ready for use anywhere, any time. It is as practical as it is attractive; as durable as it is healthful; in fact it has all the elements of quick salability—including popular price.

At the turn of a switch the heater bulbs glow ruddy with radiant heat as warm as summer sunshine. And, like sunshine, it does not rob the air of oxygen as do other types of portable heaters.

In almost every household there is a chilly room or corner where this handy little heater can be used to advantage.

For a bathroom or nursery the G-E Twin Glower is unexcelled by any other type of heater.

The G-E Twin Glower Luminous Radiator is the natural, inevitable addition to your heater business.

Show these attractive Glowlers in your windows—goods well displayed are half sold.

The Electrical Advertiser

Instruct the person who opens the mail to hand to you personally the new issue of the Electrical Advertiser. It contains a large variety of new, ready-made advertisements for your local papers. These "new business" getting advertisements are prepared by our expert advertising service to enable you to co-operate locally with our advertising campaign nationally, on Heating Devices and Fans.

General Electric Company

Atlanta, Ga.
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Birmingham, Ala.
Boise, Idaho
Boston, Mass.
Buffalo, N. Y.
Butte, Mont.
Charleston, W. Va.
Charlotte, N. C.
Chattanooga, Tenn.
Chicago, Ill.
Cincinnati, Ohio

Cleveland, Ohio
Columbus, Ohio
Dayton, Ohio
Des Moines, Iowa
Denver, Colo.
Detroit, Mich.
(Off. of Art.)
Elmira, N. Y.
Erie, Pa.
Fort Wayne, Ind.
Hartford, Conn.
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Largest Electrical Manufacturer in the World
General Office, Schenectady, N. Y.
ADDRESS NEAREST OFFICE

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Joplin, Mo.
Kansas City, Mo.
Knoxville, Tenn.
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Mattoon, Ill.
Memphis, Tenn.
Milwaukee, Wis.

Minneapolis, Minn.
Nashville, Tenn.
New Haven, Conn.
New Orleans, La.
New York, N. Y.
Niagara Falls, N. Y.
Omaha, Neb.
Philadelphia, Pa.
Pittsburg, Pa.
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Richmond, Va.

Rochester, N. Y.
St. Louis, Mo.
San Francisco, Cal.
Salt Lake City, Utah
Schenectady, N. Y.
Seattle, Wash.
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Springfield, Mass.
Syracuse, N. Y.
Toledo, Ohio
Washington, D. C.
Youngstown, Ohio

For Texas, Oklahoma, and Arizona business refer to Southwest General Electric Company (formerly Hobson Electric Co.), Dallas, El Paso, Houston and Oklahoma City
For Canadian business refer to Canadian General Electric Company, Ltd. Toronto, Ont. 4931



The Trade Mark of the Largest Electrical Manufacturer in The World.

A Call to Action

An Appeal for the Uniform Data Sheet

By CHARLES D. OWEN

New Business Assistant to Division Agent, Public Service Electric Company, Hackensack, N. J.

I want to raise my voice in support of the editorial, in a recent issue of *Electrical Merchandise* appealing for uniform data sheets, for the use of the central station salesman. Some of us, all of us, have been negligent in that we have permitted the gas industry to get ahead of us in the matter of the uniformity of data books. Worse than that, this has been in operation with them for quite some time and still there is no apparent effort on the part of the electrical industry as a whole, to take advantage of the idea.

Within a half a year, I brought this subject to the attention of the National Electric Light Association, but I was told that my letter was referred to one of the leading electrical magazines as it was out of the province of the N. E. L. A. I may not be familiar enough with their scope of operation to judge, but it seems to me the N. E. L. A. is the only one to start such a movement. Many with whom I have talked concerning this, have been partially in favor of it, but they remain serenely quiet. Perhaps there are more who feel the same way but are timid. Let us have your opinion, for after all, the majority opinion is necessary in every case before any such movement can be carried to success.

The path of the electric salesman is not a bed of roses, by any means. That being the case, why not give him every assistance possible?

Confusion is disastrous to a sale. Yet the situation is constantly becoming more complicated. No salesman could remember the prices of all appliances even if the prices were the same for a year. How much more handicapped is he, where prices change frequently. There must be some reason for standardizing or it would not be done. If the principle is right, why not apply it to manufacturers' catalogs and produce a complete data book that will adequately equip the salesman for his work.

Imagine yourself calling upon a few prospects with reference to appliances. You go out with your pockets loaded with catalogs, for price is not the only essential, and you have to take along pictures of the different makes. Perhaps the prospect desires different appliances and some of them, appliances that you seldom have a call for. You did not bring this catalog; it was too large and seldom used. It is well you did not, as you already look like a hotel railroad-time-table rack and a few more catalogs would not improve your appearance. This is cause number one to discourage the sale.

Cause number two—you did not bring a cut of the appliance.

Cause number three—you appeared to be confused and not familiar with your line because it took so long to sort out the catalog and find the proper page.

In short, your lack of proper equipment has acted against the sale.

Contrast this with the gas industry, where they have a uniform size sheet which makes the data on any appliance easy of access. Uniformity of size, readily tends to the carrying of cuts and prices of all makes. If any appliance becomes obsolete or the price is changed, the replacing of one or two sheets will usually bring the catalog up-to-date. The prices and cuts will be used more frequently because they are handier to carry. There is an index to readily locate different lines, with different colored sheets for different makes.

The plan is already well tested and proven practical, because it has been long in successful use elsewhere. I appeal to other central station salesmen to make their interest in this subject known and felt. I believe that the manufacturers will be glad to respond, because it is for the best interest of all concerned. We would use their catalogs more, we would sell more appliances and incidently it would not be so great an expense to them when it is necessary to change prices or cuts. (Prices of repair parts could be included also.) All of this is really what we both are striving for.

Now, Gentlemen, come to the front. Let's get together. The gas men have done it and we know electricity is ahead of gas, though not in this particular.

Plans For the Convention

The Thirty-seventh Convention of the National Electric Light Association will be held in Philadelphia, June 1, 2, 3, 4 and 5, 1914.

The headquarters of the Association will be at the Bellevue Stratford Hotel, one of the largest and most perfectly equipped hotels in the country. All the regular sessions will be held in three commodious meeting rooms on the ballroom floor, one flight up, where more than 2,000 members can participate conveniently in the exercises at one time, and can, within a minute, go from one session to another. The Exhibition Committee, on behalf of the Class D members, has made arrangements for the occupancy of the entire Roof Garden of the hotel, and has planned an exhibit of rare beauty and interest. The Garden has a wide view over the whole city, and has also a separate restaurant of its own. Thus the entire convention will be housed in one building, while the facilities are such as to minimize any crowding or difficulty in circulation. The offices of the Secretary, the Hotel, Transportation and Local Registration and Information Committees, the Main Registration Bureau, and the Bureau for distribution and deposit of convention reports and papers will all be on the ballroom floor, within immediate access of every meeting hall. Telephone bulletins will keep each room and the offices advised as to the progress of business in the various sessions.

The work of the convention will begin on Tuesday morning, June 2, and will close on Friday morning, June 5. A very full programme has already been arranged for the General, Executive, Technical, Commercial, Accounting and Hydro-Electric Sections and sessions, but it is proposed to limit mere reading of papers and reports as much as possible, and to develop discussion. There will be several parallel sessions during Tuesday, Wednesday and Thursday, culminating in a most important General and Executive meeting on Friday morning. The complete programme will be published in the April *Bulletin* of the Association.

The convention will open on Monday night, June 1, with the annual reception to the President in the grand ballroom. With this and the Public Policy meeting of Wednesday night, special features of interest, will be associated. On Wednesday afternoon the annual baseball game will be played for the trophy cup, and there is already keen interest among the competing company section teams. At the time of the Convention a great Rejuvenation will be held by the Jovian Order, whose membership is very large in the ranks of the N. E. L. A. Other general entertainment for ladies is being arranged for the week by the

Special Entertainment Committee, of which announcement will be made in due course. Opportunities will also be provided for visiting the numerous historic spots in which Philadelphia is so rich.

Philadelphia is fortunately very well provided with excellent hotels.

A Reception Committee will assist at the railway depots and hotels. In the event that the desired reservation cannot be secured at the hotel selected by a member, the Committee will place a reservation with some other hotel offering similar accommodation and rates. The hotel data will be sent again to members with the second circular.

The Transportation Committee has practically completed arrangements for the movement of members of the Association from all sections of the country to Philadelphia. There are still a few of the Passenger Associations that have not yet taken definite action as to reduced fares, but it is quite probable that there will be very little change from what has been done in previous years. Special trains are being arranged for from Chicago, one over the Pennsylvania Railroad, leaving probably in the evening and making the daylight run between Pittsburgh and Philadelphia, arriving at the Convention city in the early afternoon. The Committee is also trying to arrange for a Special from Chicago over the Lake Shore Railroad, leaving in the morning and taking on at Toledo members from Detroit and other adjacent points, and also at Cleveland the large delegation that usually goes from that important electrical centre; reaching Buffalo late in the evening and taking up the Buffalo and Canadian travel. Another Special is being arranged for the Southeastern Section and much is expected of this train, as the members in that Section are making every effort to secure a representative delegation. A definite decision has not yet been reached regarding the Pacific Coast members. It may be found necessary to run a Special from San Francisco. The Kansas City and St. Louis contingents will move to Chicago and take the two Specials from that point as before described. This will be done also by the members from St. Paul, Minneapolis and other Northwestern points. On account of the short run between New York and Philadelphia and the excellent train service between these two cities, it has been decided not to attempt to arrange for special trains. This will also apply to Boston, the New England delegates preferring to go to New York and from there to Philadelphia. The Transportation Committee and the railroads between New York and Philadelphia will be in close touch all the time to insure sufficient train equipment on the days when members are going and returning from the Convention. Full details of this work will be given in the April circular. Southern members are much interested in the plans for the Magnolia Special, which will be made up in Atlanta. This is the first time a special train has run from the southeastern states, a further evidence of the constantly increasing activity among the southern central station men. The train will consist of sleepers, diner, club car, baggage car and observation.

Eugene H. Beil has been appointed manager of the Youngstown (Ohio) Consolidated Gas & Electric Company, resigning from the organization of Day & Zimmermann to return to Youngstown, where previously for 15 years he was in the employ of this company.

Why Did This Man Make Good?

The Second of a Series of Intimate Stories of Central Station Commercial Men and their Methods

By W. E. BAYARD

[It is always a pleasure to take the cover off and look into the works and see what makes the wheels go round. It chases mystery and gives you something to put your finger on. It is a fine habit to form and apply to men as well as watches. The old idea was that men of ability were born that way; that you came by your so-called genius as you came by your red hair or your big ears, because it just grew as a part of you. But now-a-days we know better. Character and ability, we know, are really the result of three influences—heredity, education and environment; these three agencies make us what we are and two of them—education and environment—are largely in our own keeping.]

A man's education is very largely the product of his own ambition and endurance; in his childhood, chance or his parents begin it, well or ill, and from there on he follows his own desire and educates himself. Likewise to a large extent he makes and chooses his own environment, which means his friends, his work, his home, his habits. Therefore, we know that a man's success is largely his own handiwork, and because this personal success is the very thing that every one of us is working for, it is worth while studying the successful man to see how he did his work so well.

This is the second of this series of little studies of men who have made good. They are not stories of the big men who have gained the top and are therefore interesting and conspicuous public characters. We are simply selecting a few of the young men who are still on the firing line, as central station salesmen. Each one has made good because of some definite characteristic that is worth studying. We want to take the cover off and show you the works. We want the young man, new in this selling game to be able to find the definite reason for the success of these men, so he may have a mark to steer by, so he can start out with a knowledge of some of the clear cut rules that govern the game.—Editor.]



WAS talking one day with E. L. Callahan, who as you know is head of the selling department of H. M. Byllesby & Company; in effect, new business manager for all the Byllesby properties scattered through the west and south. And there being some thirty odd central stations in this group, serving communities ranging in size, from Louisville and Minneapolis down to little end-of-the-line towns that can't find themselves on the map, Mr. Callahan's experience has been varied and comprehensive, and his judgment of salesmen is worth attention.

I was talking to him one day on this subject of what makes a man make good, and I asked—"How good a man is Flower, down in Mobile? Has he any exceptional qualities? What made him a boss?" (I had not met him yet.)

And Callahan said—"Flower has made good—and very good; and the secret of his success has been largely burning the midnight oil. And he has gone this far. He recently won a loving cup, or something of the kind, in a contest to secure memberships for the Mobile Chamber of Commerce. He is known all over Mobile as the best salesman in the city. That's how good he is."

Well, starting from there, I naturally delved further, and I found in R. E. Flower, then new business manager for the Mobile Electric Company, Mobile, Alabama, a good story for one of these little studies. For Flower—it's Flower of Louisville now, not Flower of Mobile—is another of the quiet, non-spectacular men who has done his work in his own way. Naturally, I had to fight for his consent; but finally he said—"All right. If Mr. Callahan and *Electrical Merchandise* both think that it may benefit some one else, younger in the business, you may go ahead and tell my story for what it is worth."

To start with—here's the bare experience record as Flower told it to me.

"I commenced work in the public utility field," he said, "as a collector for the Peoples Light Company, Davenport, Iowa, but was given a position as clerk in the record department after a week's service. A little later I was made private secretary to the president of the company, and spent a year in this capacity and soon saw its limitations. I wanted to grow—to really accomplish something.

"I looked at the business from its various angles and decided there was much good work to be done in the commercial department. That department in Davenport then consisted of one man, who had come into the position because of long years of service in the trouble and meter departments. His selling ability was not great and his new business experience limited to the one job. He was narrow—just the opposite, really, to the kind of new business man I had in mind. The fact that he has long since passed out of the game, I believe, proves that my ideas were correct.

"To succeed in this business one can not get into a rut. It is not an easy road or the

selling experience, but I had confidence in myself, in Mr. Callahan and in "our line." I went from central station to central station in Iowa, Kansas and Nebraska and in each place I talked new business methods with everybody I met—general manager, commercial manager or salesman. After I had called upon a few stations, I could tell my new acquaintances in Sioux City what they were doing in Omaha, Lincoln, Kansas City, Beatrice or Norfolk. I made myself a sort of clearing house for selling schemes and ideas. It wasn't long until I found this won me friends. It was helping me sell my goods and all the time I was gaining one phase of the commercial education I had started out to get.

"When Mr. Callahan, some ten months later joined the Byllesby Company and asked me to go to Mobile as a central station salesman, I did so with a certain confidence of making good. I found, however, that talking over selling schemes with those who knew, was not putting them into effect and knowing the 'whyfors' myself. So I went to work to learn the rest and about six months later was fortunate enough to be appointed New Business Manager. I remained in this position for four years, until last November when I was forced to leave the far south on account of my wife's health. From then until February first, I was engaged in special work for the Ottumwa, (Iowa) Railway and Light Company, another of the Byllesby properties, being transferred from there to the Louisville Gas & Electric Company, where I am now.

There is nothing startling about that history, but this statement by Mr. Callahan sort of opens up the case and shows you the works.

"Mr. Flower," he said that day to me, "has developed into a most excellent new business manager, principally through acquiring at first hand an intimate and accurate knowledge of all branches of his business, illumination, street lighting, the application of motors for all purposes, and the rest. He studied each item as though he intended to specialize in that one thing." And that seems to be what made the wheels go round for Flower.

He butted into the central station via the outside cellar stairs, and set about getting acquainted from the bottom up. That was his system and he went to work to do this one thing, and kept after it and stayed with it.

In speaking of this necessity for study, as



R. E. Flower

place for a lazy man. He must keep pace with the wheels of progress. He must set his goal always a little farther on than he has already gone. So I wanted to see for myself what was being done in other places and I decided the best way to do this was to "go on the road" with some line which was sold to the consumer through the new business department of central stations. I bothered Mr. Callahan—then with the General Electric Company as Western Manager of the Heating Department—whom I had met while guarding the door of the president of the Peoples Light Company's office, until he gave me the place I wanted.

"I always felt that Mr. Callahan was a little dubious about putting me out because of my never having had any actual

it confronted him on going to Mobile, Flower said—

"It was comparatively easy to refer to the data books, which I had collected, and lay out a good lighting installation for a department or grocery store, but I was not satisfied with this mechanical method. I wanted to know what a foot candle was—the why of the various constants and what they really are—how they were arrived at and so on. This meant much study and I burned much midnight oil, but the satisfaction of knowing that such and such was true because of this and that, well repaid me. Into all branches—power, electric advertising, heating, house wiring, and the rest—I put the same amount of work, feeling that if I was ever to become a good commercial manager and direct the work of others, I must be a specialist in each department and know as much about the details of his work as each one of my men did. I made the proceedings of the N. E. L. A., the I. E. S., the trade journals and the data sent out by manufacturers my text books, and many hard points were made clear by the help of the specialists sent out by the various manufacturers. I always 'pumped' them for all they were worth.

"Then when I became new business manager I knew the business—that is—as well, I believe, as most new business men who had been in the game only six months. My first work was to reorganize my department. I felt that I knew the qualities a successful solicitor should possess and I selected my men and drilled them as I had drilled myself."

Flower's policy right through, was one of education. He figured that if it worked with himself it would work with them and it did. He had classes for his men—with certain lessons to study—meeting each day for an hour, until they all became specialists in their particular lines. He cultivated the men in all departments of the company and formed a club which brought all hands closer together and often a bookkeeper or a trouble man would turn in a prospect of unusual worth. They were looking out for new business at all times.

He worked out a daily efficiency record giving certain percentages for additional business secured, competitive illuminants replaced, complaints cared for, prospects turned over to the proper specialist, selling schemes suggested and adopted, hours over-time put in, and the like. At the same time he deducted certain other percentages for tardiness, carelessness, untidy personal appearance ("No one was ever penalized for this cause after the efficiency record went into effect," says Flower,) and penalized each one-half day lost, delayed execution of orders, and other errors. The men termed the net result their "batting averages" and each month the man with the highest percentage received \$5.00. "This served two purposes," he said, "it kept up enthusiasm and rivalry among the men and, perhaps best of all, it kept me in extremely close touch with my men. I had to be on the job all the time, but the benefits are obvious."

Before Flower joined the central station in Davenport, he had been for two years a newspaper reporter and he feels that the experience it brought him has helped him immensely in his effort as a salesman. It started him off with a pretty good insight into human nature, and a realization that public opinion is more important and influential than any one man or any corporation. The newspaper must please the people or it cannot live and a reporter knows

it. That point of view is worth a lot to a central station man.

As to his policy toward the public, Flower stated his attitude in a recent letter he wrote me. He says:

"I have maintained the attitude which I believe reaches out and lays claim to the friendship and confidence of any community. It begins with a realization of the fact that we are all of us servants of the public, because we truly owe our employment to the public. And so naturally the man who serves the public best serves his company best. I put our commercial department in the position of attorneys for the people to act as their counsel in matters electrical. We have tried to exercise genuine courtesy and to cultivate patience and forbearance on all occasions and in spite of all conditions.

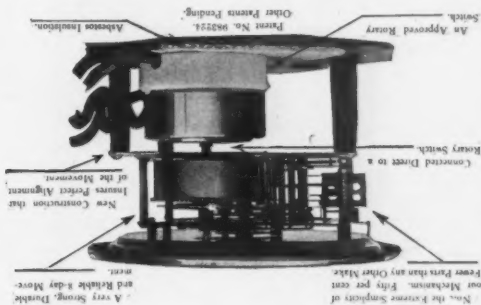
"No salesman should ever be too busy to furnish the public with proper information nor in too big a hurry to be courteous, in manner as well as in words. Courtesy and decent treatment are due fully as much to those of small financial means as to the largest prospective customer. Promises to patrons and public must be carefully con-

sidered before they are made or trouble surely follows; for disappointment and dissatisfaction go hand in hand.

"I believe in being public spirited for the simple reason that what helps the town, helps your company and you. In my association with lodges, clubs or chambers of commerce I have been an active and willing worker. It is a pleasant diversion from the daily routine of business and it pays because it cements friendships and wins public confidence. Also in your private and social life, friends of influence in the community are as easily cultivated as those of less consequence. If a man is honest, upright and courteous it is not hard to find the way."

So there is the story I wanted to tell and I think that Mr. Flower's experience brings out strongly this point—that it pays to know. Flower has had a fortunate capacity for self-education and it was well supported by active selling ability—or he would never have won that prize in Mobile. But behind it all was his definite plan that he held to consistently and step by step.

The A. & W. 8-Day On-and-Off Time Switch

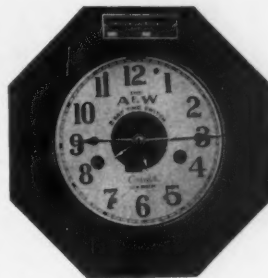


Over four years of satisfaction and success lies behind the A. & W. Time Switch.

Yet the improved models now being offered are 25% better.

The improvement is not in design—for the old reliable A. & W. Switch has always been acknowledged to be the simplest and most satisfactory mechanism. The improvement is in expensive con-expert workman-tendence.

The proof of all guarantee. We charge any switch at least a full year isfactory service.



better and more struction — more ship and superin-

argument is our replace free of that fails to give of absolutely sat-

There are ten types of A. & W. Time Switches—a type for every need—open face for indoor use, closed face, weatherproof, for outdoor use. Each Type runs a full week on one winding, and all turn the current *On-and-Off*.

Write Now for Complete Data.

The A. & W. Electric Sign Company CLEVELAND

Time Switches of the Better Sort. Electric Signs. Electrical Advertising.

Sign Transformers



You
cannot
buy
better
at any
price

They
are
right
all
the
time

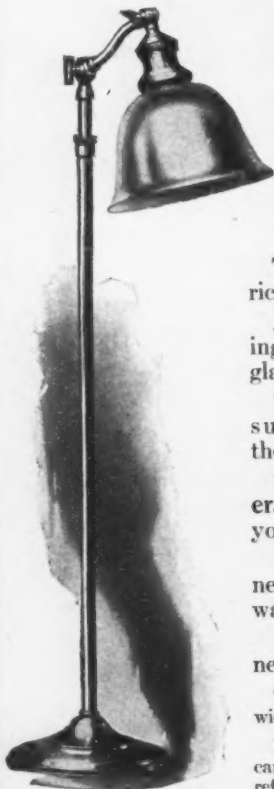
No SIGN TRANSFORMER will give you better service or more satisfied customers than

PEERLESS

THE ENTERPRISE ELECTRIC CO.
WARREN, OHIO

AN EASY SELLER!

Every Home Needs a Floor - Stand Reading Lamp



The Most
Convenient,
Enjoyable
Reading
Light
Ever
De sed.

The shade is a rich green glass. A perfect reading light without glare.

Tell your consumers about them.

Show the Emeraldite Line in your salesroom.

Get this business that is ready waiting.

Every home needs one.

The Emeraldite is widely advertised.

Hitch up with this campaign and let us refer inquiries.

Write for Booklet illustrating 30 patterns of this popular lamp.

Order Samples today.

H. G. McFADDIN & COMPANY
38 Warren Street
NEW YORK

THE
EMERALITE
BED LAMP



Side-walk Push Buttons for Window Display

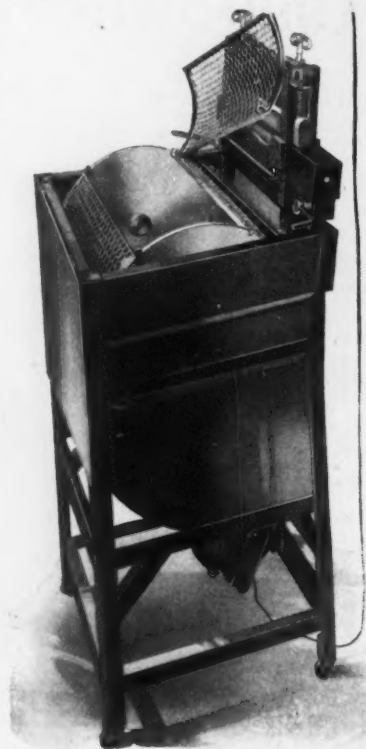
By A. H. SIKES,
Manager New Business Dept., Athens Railway
& Electric Co., Athens, Ga.

Recently we installed a window display the central feature of which was a 1,500 watt nitrogen lamp which we connected to a special push button switch mounted on the outside of the display window. This switch was marked with a sign, "Push the Button." Passers-by, noticing the sign, pushed at the switch and the switch would light with a glare of 1,500 candle power, pointed right at them. A surprising number of people pushed the switch. On one rainy night for instance, the light was turned on seven times between 9 and 10:30 o'clock. We are utilizing this switch in other displays where lights can be lit, or to run a fan, suction sweeper or other moving devices.

A Washing Machine Embodying New Principles

An interesting new washing machine has been developed and placed upon the market by the Capital Electric Company of Chicago. It is called the "Capital Safety First Electric Washer," and is constructed on a principle quite different from the majority of machines in use.

In the Capital machine the cleansing of the clothes is accomplished by the pumping of the water through the clothes in addition to the movement of the clothes through the



water. The clothes are held in an open-work metal cylinder set within the tub, and as this cylinder slowly revolves, the water is forced upward from a propeller mounted beneath the cylinder, so that the hot, soapy water is forcibly driven through the clothes.

The device itself is pleasing in appearance as shown in the picture and is made in two sizes. The motor driving the propeller also operates the wringer. It is claimed that this operation introduces simplicity to the process of washing clothes by electricity and perfects a noiseless and satisfying device.



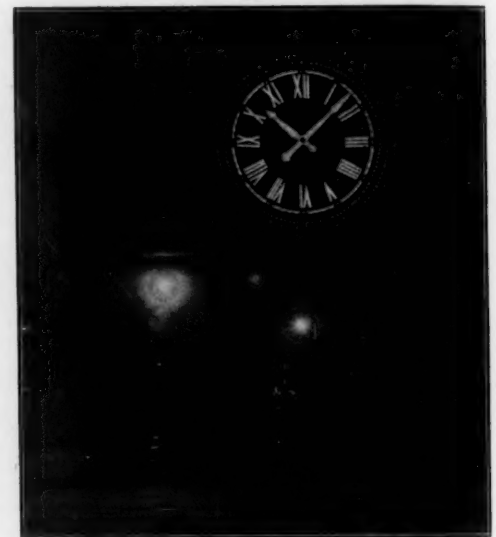
A Book of Ad Hunches

By A. H. SIKES,
Mgr. New Bus. Dept., Athens Rwy. &
Elec. Co., Athens, Ga.

I find that a simple habit of clipping out every clever or catchy headline or argument which I see in other people's advertising is of great value to me in working up ads for the company. Often times copy must be prepared for the newspapers at a moment when no inspiration will come, but a suggestion book of this kind will start a dozen good ideas and keep your advertisements bright and effective. It is worth the little trouble it entails.

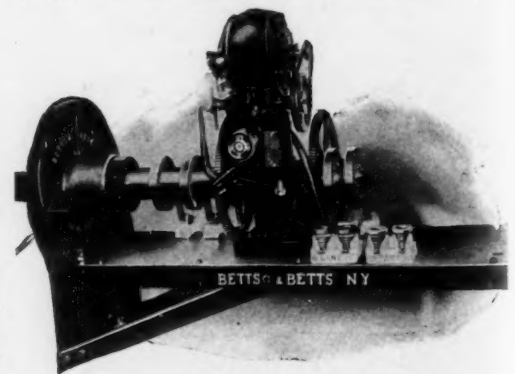
Time-Keeping Sign

This picture shows an interesting time-keeping sign which has been installed in a prominent location in St. Louis where it connects two large department store build-



ings. The size of this clock in relation to its distance from the ground makes it particularly conspicuous and effective as an advertising display, for the clock dial renders a public service and the habit of looking for this clock grows on the whole community and keeps the identity and location of this store fresh and friendly in the minds of all.

This time-keeping sign is operated by the Betts & Betts Elektrik Klok, and the other picture is interesting as showing the simplicity of the controlling mechanism. To



operate this clock by the old rod and gear apparatus, used in mechanical driven tower clocks, would occupy a large space and entail a large expense. The Elektrik Klok receives its time from a master clock located in the building, and the electrical impulses are carried over the wires to any distance.

THE ELECTRICAL MERCHANT IN HIS STORE

A Department of Advice and Suggestion on Store Equipment and Operation,
Edited by D. B. Bugg, an Expert on Retail Merchandising

The Story of Artemas Jones

3. More New Tricks for Good Service and How the Experiment Worked Out

By D. B. BUGG

[This is the third and final installment in the story of Artemas Jones, the electrical merchant, who fought department store competition with personal-good-service as his gentle weapon. In the face of a waning business, he analyzed himself and his sales-people and his store service and found them wanting. He determined to see what a real personality in service could do to hold old trade and develop new.

Mr. Bugg has made this picture of a typical electrical merchant, a very real and helpful piece of suggestion and advice. Every lesson that Artemas Jones has taught himself, every rule of retail salesmanship he has evolved, is an opportunity for you in your own merchandising. They deal with basic conditions that must be a part of all good service. If you have not read the two preceding parts, get your last two issues of *Electrical Merchandise* and read the whole story now.—Editor.]



NE of the first difficulties which Artemas Jones encountered in his efforts to improve the efficiency of his service was the determination of a standard which would be most effective for the average of his customers. The town was of the size which meant that long residence carried with it an extensive acquaintance and as he, as well as all the selling force were residents of long standing, the acquaintanceship of all of them was large in the aggregate.

The Personal Acquaintance Problem

These personal acquaintances did not expect nor were they accustomed to receiving the same sort of deference which was due to strangers or casual customers. He noticed, also, that sometimes when these acquaintances or friends were in the store, the actual business which brought them required but a few moments to transact and that considerable time was consumed in conversations of a more or less social character which frequently caused a delay in attending to a waiting customer.

On one day in particular one customer was manifestly in bad humor before one of the clerks terminated a conversation of a social nature, and another customer left the store without being waited upon. Jones, himself, was occupied in attending to the wants of a third customer and could not risk the slightest deflection from strict attention in that quarter. But the trade of the numerous friends of himself and the clerks was an item of considerable importance and was therefore not to be disregarded; as a great many people are super-sensitive he realized that the problem must be handled in a very diplomatic way.

The Dummy Telephone Scheme

First of all he spoke to the sales-clerks about it and explained the situation to them. They were sensible enough to appreciate the trend of his remarks and expressed a willingness to carry out any plan which might be formulated. After considerable thinking, Jones evolved a plan which necessitated a resort to subterfuge but which he felt was justified. The bookkeeper's office was in the rear of the store but was so situated that from it a view of the entire store was obtainable.

In about the center of the store, Jones installed a dummy telephone, the bell of which could be rung by the bookkeeper. He instructed the bookkeeper to watch out for customers who were apparently being neglected and when such a contingency arose, the dummy telephone was to be rung once. This imparted the information to all the clerks that a customer was waiting, and anyone who was talking anything to a customer other than strictly business was expected to excuse himself or herself on the plea that he was wanted at the phone which Jones considered a pardonable reason for excusing oneself under practically any circumstance. A bluff was to be made at answering the phone and afterwards the clerk was to attend to the wants of the waiting customer rather than returning to the friend.

Jones figured that under ordinary circumstances the friend would leave when the apparently forced interruption occurred; but if he still stayed on, he would be less apt to take offense if the clerk did not return until there was a lull in business.

Although this matter was apparently a trifle one to involve such intricate planning, it was, nevertheless, one of the simple things which cause trouble and was detrimental to the service if allowed to continue. When the scheme was tried it worked remarkably well and so skilfully was it executed that no one suspected that they were being made victims of a justifiable duplicity.

The Unwelcome Toaster Incident

One day an incident occurred which gave Jones a few minutes of mental discomfort. A young lady who had recently been married entered the store bringing with her an electric toaster. Mr. Jones knew her and hastened to attend to her wants.

"Oh, Mr. Jones," she said "I have an electric toaster here which was given me as a wedding present by an old friend of my husband. This friend saw our presents and noticed that I received another toaster as a present. He told Fred that I could exchange it for anything else that I wanted and I want to ask you to let me do that."

Jones looked at the toaster and saw that it was very inferior to those he carried in stock. He thought that in all probability it had been purchased at the department

store. He did not like to send his customer there because he did not think it advisable to do anything towards acquainting his customers with the goods of his chief competitor. At the same time he did not relish the idea of taking back an inferior article and allowing the amount of credit for it as he sold his good toasters for. It was necessary to make a quick decision and after rapidly running over the arguments on both sides of the question, he thought it best to do anything possible to retain his trade, even if he did lose something on the transaction. With this object in view he replied, "I shall be only too glad to accept the toaster and will give you a credit slip. This you can either cash at once or you can hold it until you want something else in our line."

The young lady accepted the credit slip. Jones didn't know just what to do with the toaster because he did not want to sell it with his better line of goods. The toaster lay hidden away for two or three weeks. Then, one day, he received another call from the same young lady, who said, "A friend of ours in New York is going to be married and I have found our electric toaster so useful that I am going to give her one. Will you please attach this card to one of those toasters and send it to her by express." Jones said that he certainly would. Out came the same toaster that had been returned to him and with the card attached, the toaster was sent merrily on its way.

"All's well that ends well," thought Jones. "I am out the profit on the sale of one toaster, but I have kept a good customer. I am satisfied."

The Results of the New System

These incidents were typical of many that occurred during the constructive period of the work. Improvement was slow at first because there was no system in the beginning and a great deal had to be done. But the entire force entered into the scheme with a will. They were all people of intelligence and they could appreciate the finer things in life. But by being supercritical and even watchful for opportunities for improvement an admirable degree of service efficiency was eventually attained.

At the end of the second month, Jones was much gratified to see that there had been a very satisfactory increase in the sales

total. There was an even greater increase in the net profits. Jones was at first somewhat puzzled at this fact as there had been no increase in his prices but in some instances he had made some reductions. After studying over the matter for awhile, he found that much of this increase could be attributed to a decrease in the cost of replacements and repairs of new goods.

Just why this should be, Jones did not at first know, but after some further consideration he decided that it was due to the improvement in the selling methods. Almost unconsciously, both he and the sales clerks had acquired the habit of explaining the working of even the simplest devices when endeavoring to interest prospective purchasers. In fact, no article left the store now until its use and its limitations had been fully explained. The simple operations were explained and demonstrated as though they were intricate. This work resulted as a rule, in greater interest on the part of the customers and greater intelligence in handling the appliances.

How was the department store progress-

ing? Oh, they were still doing business but from the indications, Jones had succeeded in diverting a fair proportion of the trade back into his own channel and he felt that by a continuation of his present policy he would be able to hold his own against the present or any future competition.

Putting Life Into the Store

Two Instances Where Sleeping Stores Were Wakened—The Importance of the Small Buyer

Not very long ago I was in the store operated by a central station. It was a pleasant Saturday afternoon and the street outside was more than ordinarily well filled for a town of its size. This was probably due to the fact that it was the first pleasant Saturday afternoon in three or four weeks. I was the only person besides the employees in the store and there should have been a dozen others. The manager was complaining about the lack of sales from the "Display Room" and asked me to suggest a remedy.

The office was about 60 feet wide by 100 feet deep. On one side the cashier's cage and private offices extended about half way back and the other side was devoted to the retail sale of appliances. The arrangement of the merchandise in the sales department was good; everything was neat and clean and from all appearances the entire place was better arranged than the average establishment of its kind. The back part of the store was devoted to the display of electrical ranges, suction sweepers and other appliances of larger size.

The Educational Exhibit

After considering the situation for a while I made the following suggestion: I proposed that he concentrate his merchandise as much as he reasonably could so as to leave considerable space in the rear. In this space I suggested that he arrange a series of educational exhibits on a somewhat elaborate scale. The first could be a topographical reproduction of the Panama Canal with real water and toy ships floating on it; the second could be a section of the Strand on the Embankment of Hyde Park in London with toy automobiles and toy people; the third might be a reproduction of Times Square, New York or some other famous locality; in all I mentioned a half a dozen well-known scenes which could be reproduced. I then told him that these exhibits could be advertised extensively and invitations extended to school children and to everyone in town to come and see these without charge. The cost of fitting up each exhibit, I estimated to be between \$25 and \$35.

The manager could not see how such exhibits would promote the sale of his merchandise. I told him that they would not do so immediately, but that they would serve to break down the barrier of reserve which existed in the town towards his store and that they would tend to make people feel more at home there than they had ever before felt. As a further inducement I suggested that he put in a line of flash light lamps and other cheaper electrical devices. He protested at this suggestion as those articles were in no way connected with the sale of electric current, which was the chief reason why he sold electrical appliances. Besides, there was but little profit to be made in selling those things. In answer to this argument, I granted that he was correct in each case but told him that the sale of those articles tended further to popularize his entire line and that popularity was what he must cultivate if he wanted to create large sales.

I left him to think over these things and heard nothing from him until a few days ago when I received a letter from him. He had adopted my suggestions regarding the exhibit and the sale of popular priced merchandise. "It is too early as yet," he said "to state definitely what the eventual outcome will be. I have gone to considerable expense in the matter but I have been surprised at the increase in sales of the goods that carry a satisfactory profit with them. Whether I will make enough of these sales to get back my expenses or not, I do not know, but our store is more popular than ever before and the experiment has justified itself. I am going to carry it out for awhile longer."

How a Small Crowd Draws More

There is nothing in the appearance of the average store selling electrical merchandise to attract the patronage of the ordinary run of people. This is true whether the application be made to contractors' and

The Capital Safety First Electric Washer

Will Popularize the Use of Electricity on Washday!



BECAUSE—it is a very much better type of electric washer than anything heretofore offered to the electrical trade—a radical improvement.

An extremely simple, thoroughly practical, rapid and highly efficient electric washer that divests washday of its terrors and drudgery.

It literally turns *Washday* into *Wash-hour*—a positive boon to the householder.

The principle of operation is new and revolutionary. A stream of hot water is forced through the clothes instead of merely agitating the clothes through still water; thus cleaning them to snowy whiteness without boiling, without injury and in a fraction of the time required by other machines. This is accomplished by means of a direct connected propeller beneath the open-work cylinder. The stream of water also turns the cylinder. No reversal of rotation, no chains, belts or gears to drive cylinder.

This electric washer is light in weight, free from dangerous exposed parts, durable, noiseless, and has patented safety release on the wringer.

As a means of popularizing the use of electricity, the Capital Safety First Electric Washer will prove to be of very great assistance to *New Business* departments of Central Stations and to dealers.

CAPITAL ELECTRIC COMPANY

Insurance Exchange Building

CHICAGO, ILL.

dealers' establishments, or to central stations that sell electrical appliances as a side issue.

There is nothing that attracts people so much as crowds. People like to go where there are other people. They do not like to be alone. The wise merchant knows that if he can get a certain number of people into his store others are sure to follow, just to see what is going on and why the others are there. The dealer in electrical merchandise will therefore do well to seek means of attracting people inside his store. The best bait to use is a handful of people as a means of attracting others. The next question, then, is how is the first handful to be obtained.

Did you ever see a fake auction sale? Passing the door of a store where such an event is going on, you will see a dozen or more people listening attentively to the full-voiced auctioneer. The probabilities are that everyone in the store is a "capper" or member of a hired audience, the auctioneer depending upon the presence of these few people to attract others who may become bona fide purchasers. The fake auction business has been overdone and is in bad repute, and it is mentioned here simply to demonstrate the statement that people are attracted by other people.

The Importance of the Unintended Purchases

There are, however, other methods of attracting attention which are perfectly legitimate. Unfortunately the average central station show room is enshrouded in a heavy atmosphere. There is too much dignity and aloofness about it. Do not misunderstand this statement. We do not recommend hippodrome methods for the electrical appliance dealer. But we do say that the barrier of reserve must be broken down if the store is to become a popular institution and is to compete with the department store.

People do not go into department stores always to buy things. They go there because they are out for a walk and have no other place to go, or because they have a half hour to idle away somewhere. They know that they can go wherever they will in the department store and look around to their heart's content.

Are these idlers welcome to the owner of the store? They certainly are because the wise merchant knows first of all, that thousands of dollars are spent in his store annually by people who come there to look around and had no intention of buying. While there they were attracted by some bargain or they saw something which suggested a need.

Good display windows are powerful trade magnets and a well arranged store with a good line of merchandise will promote sales. But there is nothing quite so powerful as the good will of the people in the town. There is no advertising so powerful as the word of mouth talk which is passed around. If you can get people talking about your goods in a favorable way, it will beat all the printer's-ink advertising which you can put out.

The Case of the Failing Drug Store

Let me illustrate with a case in point. I know of a drug store that was going backwards very rapidly. It was always jealous of the reputation it enjoyed for maintaining a high ethical standard. Its drugs were unquestionably pure. It abhorred every modern tendency. The thought of selling ice cream and soda water was not to be harbored for a moment. Surrounded by competition of a more progressive character

it could be but a short time before failure was bound to come.

The proprietor died rather suddenly and the widow engaged a young man to look after things until the property could be sold. This young man was a hustler and he understood human nature. He persuaded the widow to allow him a free hand.

The first thing that he did was to post in his windows the returns from the ball games in a World's Series. It was the only bulletin in town and everybody was interested in base ball. This action attracted a lot of attention. Then he installed a handsome soda fountain and a few tables at which he served ice cream. Although this was late in the Fall, trade began to mend at once.

Then he put some beans in a glass jar and offered a cut glass punch bowl to the one who guessed nearest the number of beans in the bowl. Each guess was written on a slip which was presented with each sale. After this he bought a big candle and lighted it and offered a prize to the person who guessed how many hours it would burn. Two or three other guessing contests were carried on and by the end of the year the store was making big money.

"Human Interest" Essential

Now there is nothing new in those methods of attracting attention. Some of them were known and used years and years ago. We do not say that it is necessary, or even advisable, for the dealer in electrical merchandise to resort to any such tactics. But that sort of thing appeals to people of average intelligence. They interest "the people."

The store must have some "human interest" feature to attract the few who in

turn attract the many. The central station, I cited at the outset was an extreme case. The entire atmosphere of the store was cold and more repellant than alluring, and something radical was necessary. I do not say that such measures are to be recommended in every instance.

The tendency among electrical contractors has been to pay too little regard to the appearance of their stores; the central station has been prone to overdo it, and scare away the man and woman with but a few dollars to spend.

Now-a-days electricity is used for lighting purposes by people in very moderate circumstances and whoever is a user of current is a prospective purchaser of electrical appliances. The electrical merchant should, under ordinary circumstances study the interests of the average—the mass—and not operate a store in a way that is calculated to please aristocratic trade only. The trade of wealthy people is desirable but only in rare instances can it be relied upon to be large enough to make money.

In other words, there is a happy medium which can be followed. It is not necessary to employ circus methods to make sales, but the average individual should be appealed to rather than the occasional big spenders. And in order to win and hold the interest and approval of the community as a whole, in short, to enjoy that sound popularity that brings prosperity, a store must be unmistakably marked as live and worth a visit.

Chas. A. Bergen, business manager of the Public Service Company at Mt. Pleasant, will act in the same capacity for the Gilmer plant.

RECO Flashers

Give your signs the advertising "punch."

RECO Color Hoods

are responsible for the beautiful color effects in signs.

WRITE FOR CATALOG!

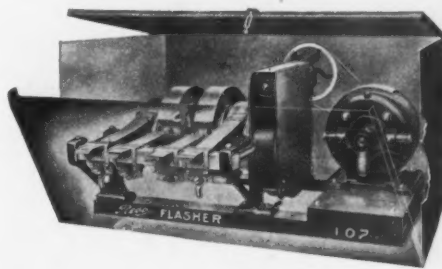
REYNOLDS
ELECTRIC FLASHER MFG. CO.

Manufacturers of RECO Flashers, Motors, Reflectors
Time Switches and Color Hoods

Main Office and Factory
422-428 So. Talman Ave.
CHICAGO



Eastern Office
1123 Broadway
NEW YORK



Electric Vehicles for Parcel Post

The Electric Vehicle Association of America and the National Electric Light Association are making a co-operative effort to convert the postal authorities at Washington to the advantages of electric vehicles for use in transporting parcel post. At the same time, a campaign of education is being directed to members of Congress, central station executives, vehicle manufacturers and local post-masters. Committees of the leading men of the industry have been appointed to undertake this work, and it is believed that a large amount of postal business can be secured.

Electric vehicles are already in use by the post offices in New York, and Indianapolis and prove more satisfactory. They are also extensively used by many of the other government departments, including the Navy Department, Treasury Department, Government Printing Office, the Insular Bureau and by some contractors in the service of the Post Office Department.

An interesting booklet has been issued by the Committee entitled, "The Electric Vehicle In Parcel Post Service." It con-

tains much information of great value to any central station.

The Postal Transfer Service, Inc., of New York City which handles all mail transportation south of 42nd street has decided to use electric vehicles for this work exclusively, and to displace the gasoline trucks they now possess. This firm is now operating eighty-2 ton and twenty-1 ton gasoline trucks. Twenty of these trucks are to be retired and supplanted by twenty electric trucks, recently purchased from the General Vehicle Company. They plan to have 150 vehicles in service shortly.

Under the arduous service exacted of these mail trucks the electric has demonstrated its superiority to all other methods of transportation.

W. W. Cole, for several years associated with the engineering and operating firm of Day and Zimmerman, of Philadelphia, has announced his retirement from that organization, to enter the practice of consulting engineering, in New York. Mr. Cole was formerly general manager for the Elmira (N. Y.) Water, Light and Railroad Co.



Advertising The "Nearest Store"

By L. D. GIBBS,
Advertising Manager Edison Electric Illuminating Co., Boston, Mass.

To give impetus to the sale of electric appliances by dealers and contractors scattered through the territory, the Edison Electric Illuminating Company of Boston has arranged special sales at special prices and advertised them on a "Call at the Nearest Store" basis. The impression that this makes is interesting as this reproduction of a toaster ad shows.

Arrangements were made with the various

ELECTRIC TOASTERS

Special Price \$2.95
14 DAYS
March 17 to 31



The Modern Way to Start the Day

Criss, Golden Brown Toast, Made and Served Piping Hot at the Breakfast Table—One-Slice Criss's Worth of Electricity—And the Answer!

Phone or Call at the Nearest Store Named Below for Demonstration

Boston—Clark & Miller, 65 Newbury St.
T. W. Dunlop, 1222 Blue Hill Ave.
Edison Light Store, 25 Brighton St.
Corbett & Hubbard, 8 Providence St.
F. E. Grebe & Co., 2 Appleton St.
Carl J. H. Miller & Co., 220 Purchase St.
J. W. Peck, 18 Columbia St.
H. E. Foster, 120 State St.
Riggs & Co., 51 Warren St.
A. Rubin, 644 Scotland St.
Adams—C. L. Jones, 218 Cambridge St.
Burlington—C. A. Russell, 217 Washington St.
Dorchester—Dorchester Electric Co., 1400 Dorchester Ave.
Rye Park—Henderson & Shaw, 1 Fairmount Ave.
Edison Light Store, 121 Hyde Park Ave.
Dorchester—Fleming & Witter, 618 Centre St.
Buckley—H. A. Holder, 122 Dudley St.
A. J. Kerton, 2227 Washington St.
Standard Electric Co., 261 Elm Hill Ave.
South Boston—Owen W. McNamee & Co., 412 Broadway.
Arlington—R. W. LeBaron.
Edison Light Store, 647 Main Ave.
Brookline—B. & W. Co., 1113 Beacon St.
Edison Light Store, 1234 Beacon St.
Chelsea—O. E. Putnam, 167 Washington St.
27th.
Edison Light Store, 275 Broadway.
Dorchester—O. D. Olin, High St.
Framingham—Hall & Brown, Jackson Bridge.
The McPhee Electric Co., 14 Howard St.
Lynn—C. J. O'Connor, 455 Main Ave.
Edison Light Store, 444 Main Ave.
Hudson—Edison Light Store, Village St.
Wilmington—W. W. Olin, 49 Adams St.
Hatch—Fiske & Co., 80 Main St.
Burlington—C. D. Walker, 215 Highland Ave.
Boston—B. S. Johnson, 126 Pearl St.
Edison Light Store, 211 Centre St.
Newark—T. O. Storace.
Salem—T. Thompson, 611 Washington St.
Somerville—W. W. Adams, Jr., 213 Broad St.
Ware—H. MacDonald, 419 Highland Ave.
Edison Light Store, 271 Main St.
Worcester—Jagulis & Dwyer, 219 Main St.
Worcester—J. A. Harbison, Jr.
Worcester—E. S. Butler, 222 Main St.
Yonkers—F. W. Frost, 211 Main St.
Edison Light Store, 41 Main St.
Waltham—D. L. Kneale, 50 Main St.
Worcester—C. S. Anderson, 127 Main St.
Worcester—H. S. Hyde & Co., 220 Main St.

Still Another Betts "Elektrik Klok"



Can you imagine a more attractive display?

The Greenwood Adv. Co. of Knoxville built the dial and hands. Sell "Kloks." They use current



Style A
Patented 1905

COLOR CAPS.

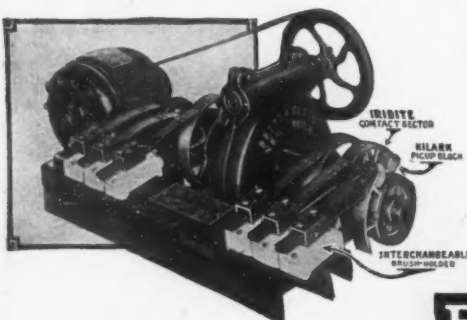
Style "A" Color Caps, produce any desired color effect without the loss of any light. Try them at our expense.

Style "B" have a unique supporting spring which not only holds it securely but positively prevents breakage.

We Produce Color Results



Style B
Patented 1912



An IRIDITE

Interchangeable Contact

Protected by our Patented
KILARK PICUP BLOCK

Is just one of the many exclusive features on

BETTS FLASHERS

BETTS & BETTS
CORPORATION

254 West 55 St.,
New York, U. S. A.

Big Week in Altoona

On the occasion of the opening of a new office building, just completed for the use of the company, the Penn Central Light and Power Co. of Altoona, Pa., held a most successful Electric Show, lasting one week, in the early part of March. Large space was employed in all the newspapers to extend a hearty invitation to all citizens of the community, and electric luncheons were served each day, as an added inducement.

The new salesroom is large and equipped with every modern appliance; a conspicuous feature being a "house electric" demonstration. During the week of the reception, about 5,000 people were entertained at the luncheons and watched the preparation of the food, cooked by electricity. Over 3,000 signed cards were secured during the show, from live prospects, all interested in some sort of a household device; and a large number of appliances were sold. Thirty-four new house-wiring contracts were actually signed up during the week, and on the day following, 15 new customers were secured from leads developed during the reception.

The demonstrations attracted a great deal of attention throughout the city and much space was given to its details by the press. A feature of the luncheons was the daily menu, the recipes for which were presented to the guests.



APRIL, 1914

THE MUNICIPAL PLAN AND EDITORIAL POINT O' VIEW

This incident is told by a good friend, the manager of an Ohio central station, operating in several cities. In the largest of these communities, the leading daily newspaper is very favorably disposed toward the company. It is one of their very best customers. Somewhat over a year ago, the company induced this newspaper to abandon its private plant and use the central station service; and the results have been so satisfactory that the publishers have been free to express their approval of the service, both privately and in public. They can always be counted on to defend the company from unjust attack and on occasion to call attention to the good points.

Recently, the manager of the central station in a conversation with the editor of this paper, brought up the subject of the great increase in the use of electricity, as shown by the last census reports. The editor was interested and the manager sent him a copy of the report. There appeared in this paper next morning, two editorials, the first commenting on the remarkable increase in the utilization of electric current, and the second, entitled—"Doubling of Municipally-Owned Electric Plants."

As our friend the manager says, the joke was on him; but then, it is not exactly a joke either. "As a matter of fact," he adds, "the census figures *do* show in the comparison between conditions in 1902 and 1912 a very considerable growth both in the number of municipal plants in operation and in the amount of sales they are reporting. The census provided ample material for the editorial although it was a rather unexpected twist to have them use it in the exact manner in which they did. However, it has impressed me that we perhaps have gone a little too far at times in our statements that municipal plants are practically always failures and that they are being shut down one after another; which, while it may be true, is evidently more than made up by a new class which springs up more rapidly than the old ones are abandoned."

It is not the purpose here to discuss the

census report, or whether or not the municipally owned electric plant is increasing in number. The important point to you is—Do your editors think so? And—do they understand the conditions that lie behind the figures? If they do not, you are most certainly in danger; and it is well worth your while to interest and inform them as to the actual status of affairs.

According to this editorial, the census figures stated that during the ten years from 1902 and 1912, the number of city plants increased from 815 to 1,562, with an increase in the amount of business reported as annual sales, from \$6,965,105 in 1902 to \$23,218,989 in 1912. The growth in expenses was in much smaller proportion than the growth in business, seeming to prove a condition of greater prosperity. But there was no statement as to the number of failures which occurred within this period, nor how many of the new plants were already acknowledged disappointments, nor how many were instituted in communities too small to offer a commercial opportunity sufficient to attract private capital, nor how much of the total business was embraced within the figures of one or two large plants, leaving the balance distributed among a long list of obviously weak and inconsequential, political experiments.

There is no question as to the sincerity of this Ohio editor; he took those census figures and wrote an editorial that simply expressed what he believed the report clearly to indicate. Way back in his busy cerebellum, there still lived the idea that municipally owned electric plants are good things. That was his point o' view. That was the angle from which he wrote. When he read those figures, they impressed him favorably as a particularly pointed proof of this theory of his. Why expect him to look for "jokers" in something the truth of which he already has accepted?

The whole problem of whether the municipal plant is good or bad resolves itself into these two questions—Are the city stations saving money for the people? Are they giving the people better service for their money and therefore better satisfaction? And on these two points the census sheds no light whatever; it deals only with reported total figures.

The only way a city plant can save money for the people is by making money to return to the treasury, with rates of charge as good or better than before. But the census figures on comparative sales and expenses do not give any clue, because it has been proven over and over again, that municipalities fail to keep proper figures on such enterprises, and that their expense statements do not cover depreciation, overhead and similar costs as they should. Since this has been shown up already in hundreds of cases, it is hardly fair to accept similar figures from the balance as proof sufficient of prosperity. Moreover, there is nothing to show how many of the plants, now active, are doing well and how many

ill; nor does it recall your attention to the long list of abandoned plants that have stamped the light and power business as ill-fitted to the hands of the municipal administrator. And it goes without saying, that a badly run plant can not give good service.

These are the things that the newspaper editor should know, if his point o' view is to be intelligent and true. But to him this is just one of many equally interesting subjects. Unless it is a political issue in the town, he may never give the matter a serious thought until along comes a census report, suggesting a little editorial comment. And if he writes the editorial from the wrong point o' view—who knows? That may be the very thing that starts some agitator on the rampage.

The central station cannot afford to take the risk. It is worth your while to see to it that your local editors *do* understand this situation. If a friendly newspaper man can be deceived by a Government report and read it wrong, it is time that you protected yourself. There is no lack of definite facts to make a convincing presentation.

ANALYZING THE WINDOW

The actual selling power of a display window has been studied by the big department stores to a point where its value is looked upon as a very definite asset, not to be wasted for a single hour. How closely this is figured is apparent in a novel feature of the new Lord and Taylor building in New York City.

In this, the most modern department store, the display windows have been constructed with an equipment whereby when any display is to be changed, the floor of the window is lowered to the level of the basement. In the meantime, the new display has been completely prepared, and the process of changing consists simply in the removing of the old contents and the substitution of the new; whereupon the window-floor is elevated to the proper level for display. By this device, it is possible to keep every window on the three streets of frontage, constantly at work.

These master merchants are perforce, deep students of efficiency; they work with exact figures, and look upon their windows as an asset worth just so-many dollars per hour. And a dollar wasted by an idle window is no less a dollar than when spent from the hand. It is a good thing to remember and to talk about.

If you have never prepared figures on the circulation of your own show window, and the proportion of rent that your location (which means your window opportunity) can be rightly charged with; better do it now. Then work out the parallel for various points through the business district. The result will be mighty interesting to every merchant in the city. It will help you to sell better window lighting and better signs.

New Sacramento Slogan Sign

The City of Sacramento, California, has recently been marked with a most effective slogan sign which greets the traveler as he nears the city. The display consists of a large red heart enclosing an outline of the State of California marked in natural lamps. Within this outline, the position of Sacramento is indicated by a small red heart. A flasher operation makes this sign very conspicuous and impressive, and with it comes the message, "Sacramento the Heart of California. Ask the Chamber of Commerce." The Sacramento Ad Club is also installing a number of illuminated billboards which advertise the city.



"American Beauty"
Electric Iron
The Best
By Ironing Board
Test
GUARANTEED FOR
ALL TIME
American Electrical Heater Company
1335 WOODWARD AVE.
DETROIT, MICHIGAN, U. S. A.
OLDEST AND LARGEST MAKERS
AMERICAN
ELECTRIC
HEAT

Are You A Hypocrite?

You Say "Do It Electrically"—But Do You Do It Electrically Yourself?

By EARL E. WHITEHORNE



THE good slogan, "Do It Electrically," has been welcomed by the industry and gradually adopted. We see it all over. It fits, but in the mouths of most central stations, it has a hollow sound.

When some one comes to you with advice that you know he doesn't follow himself, what do you say? Why, you say, "You gol-darn hypocrite, do you think I'm going to buy the stuff, when you haven't faith enough in it to use it yourself?" And you are right. When some one comes into the restaurant and says to the waiter, "Where's the Boss?" and the waiter answers, "He's gone out to eat," it's about time to grab your hat. When the agent for the Mile-killer Car" drives up in a "Neversweat Six," nobody will blame you much if you cross your fingers.

Then how about the central station that urges the public to use electric vehicles, while its own trucks are pulled by horses and the general manager rides about town in a gasoline car?

And how about the central station that shouts loud about the mighty powers of electric advertising, with nothing on its own somber building but a quiet, modest sign, reading "Electric Light"—or a *painted sign*, forsooth!

And how about the central station manager who uses no appliances in his own home—no washing machine, no suction sweeper, no toaster, no percolator, no heat-pad—and all his friends know it?

Well, it's just hypocrisy, all this sort of thing, hypocrisy conspicuous and confounding. And the fact that the manager of that central station has not realized it, has not thought about it, does not alter the fact and its bad influence on the popular mind. The manager who is seen riding about town in a gasoline car does so because he personally prefers that kind of a car; he is thinking of himself, not of his company. Yet it is hypocritical for that man to use a gasoline car himself, and urge the public—through the company advertising—to use electrics for about-town work.

Perhaps this will sound ungracious to a number of my good friends—central station managers—who are using gasoline cars and have ridden me about in them. But it isn't. My object is just to cite a weakness that the public already sees and they themselves have ignored. I simply point an opportunity.

The central station general manager, or the sales manager, if he is as good a man as he ought to be, is a conspicuous figure in the town, and he is much about the streets. If he is seen constantly running about in his electric, hopping in and out, with no cranking to bother with, no chauffeur to pay; every day he is advertising and *proving* the practical utility of the electric as no printed ad, no argument of salesman can ever do. But if he rides in a gasoline car, and talks electrics he is constantly forced to explanations. I have heard several men try to tell the reasons, and it had a sorry sound.

But I ask you which is best for that man himself—to gratify his personal desire for the John D. car, or to "Do It Electrically" and give a constant demonstration to every

doctor, contractor, city salesman and householder in the town, that the electric is practical and to be preferred for town use? If he wants a gas car for himself, to tour in, let him have it and enjoy it, but not for daily running up and down on company business. Facts and figures that cannot be denied, show what the electric vehicle load will be worth to the central station when it has grown big. Why discredit it, why block its path, why make a joke of it, by using horses and gasoline for your own trucking and riding? The hypocrite may be a good fellow, but who wants his advice?

A number of central stations within the last few months have installed big slogan signs facing the city's Busy Corner, to burn the phrase "Do It Electrically" deep into the public mind. It is a good slogan clear cut, impelling. It covers everything. It fits every case.

The value of this phrase as an active impulse, increases with every company that applies it and every day that it is used. It is steadily gathering a cumulative strength that will become a powerful influence in the development of the popular market, in your own community, for all forms of electric service—or not—according to how eagerly you hitch up to this national campaign and earn participation in its benefits. The movement will go on and will be felt to some degree in every city, in spite of the attitude of the central station; but the man who will get the most out of it will be he who takes the slogan for his own and sets the best example of how it should be done.

There should be a "Do It Electrically" sign in every city, a big one, standing out strong where it will be always in the sight and attention of every man, woman and child who walks or rides the city streets. But such a sign, such a slogan acts only as an exciter. You have got to show the people *how* to "Do It Electrically" by doing it that way yourself, with clearly evident success and satisfaction. You cannot afford to play the hypocrite before your whole city.

Look at the dollar side of it. Salesmen cost money in salary and expenses; don't handicap every one of them, by refusing to practice what you force them to preach. Better have a big electric sign—a talking sign or a sign that is changed each week—and send out one sign salesman, than no sign and two salesmen. You'll get more business.

No one needs electric advertising as much as the central station. Any wise merchant knows that you should need a sign more than he does, and can afford it better. Yet I know a central station manager who refused to install a sign on his new office because he said it would deface the handsome building! What chance has his sign salesman? What can he say, when they ask him why?

The "Do It Electrically" movement is just getting under weigh. Before it goes further, the central station manager should ask himself whether he intends to take his own pills. The industry as a body, has entered on this campaign of stimulation. Shall the good work be discredited by local hypocrisy?

The fact that these central stations do not

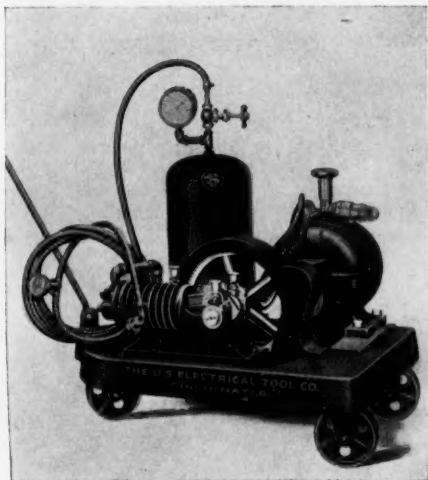
mean to play the hypocrite is of no interest to the public. You can not explain that the principle is right, that you prefer personally the old system, or that you "just haven't gotten to it." You can't expect the rest of the world to "Do It Electrically" if you yourself do it some other way or don't do it at all.

If you are going to use this national slogan—and you certainly should—Be sincere. Set a good example. Don't play the hypocrite.

The Tires in Your Town

If every automobile tire in your town was pumped up by an electric motor every time it had to be inflated, it would make considerable business by the end of a year. Have you started after this business?

Figure the number of garages and the number of transient cars that their "Free Air" signs attract; figure the number of private cars that stop at the garage for tire pumping; consider the convenience offered to this traffic by such a pump as shown in



the picture and you have pretty good reasons for marking this down as good business.

This tire pump is made by the U. S. Electrical Tool Co. of Cincinnati, and driven by a Westinghouse motor of $\frac{1}{4}$ horsepower. It operates from any lighting circuit, and pumps fast, requiring only $1\frac{1}{2}$ minutes to inflate a 35x4 inch tire. The truck on which it is mounted and the long connection cord, make this pump so handy and quick to use that it appeals at once to any garage man.

48,000 Watts of Moonlight

Forty-eight thousand watts of moonlight was furnished by the New York Edison Company for the recent Sportman's Show, held at Grand Central Palace. The Edison Company's Bureau of Illuminating Engineering arranged all the lighting for the exposition, replacing the usual lighting on the main floor of the building by one-hundred-and-fifty and two-hundred-watt tungsten lamps, the bulbs of which were stained to produce a pale blue glow. Added to this was the light of nitrogen lamps placed in the urns around the balcony rail and suspended in the well of the building. There were twenty-four of these lamps, each in a glass reflector and shaded with green gelatine screens. The fly casting tank and the trap shooting range on the roof were illuminated by spot lights and incandescent lamps.

W. F. Minor has been appointed manager of the Holophane Works of General Electric Company, succeeding V. R. Lansingh. Mr. Minor has been in active charge of the Sales Department for a number of years.

The "Symmetroscope"

The newest electrical advertising device to make its appearance in New York is the Symmetroscope. One of the first of these machines can be seen in the window of the Forty-second street office of the New York Edison Company. A huge horn-shaped affair lined with mirrors is the most conspicuous part of the contrivance. This horn, which is always revolving, contains coins or fruit or other interesting objects



which are tumbled about on the mirrors, thus producing a series of images that almost persuades the observer that the horn is plentifully crowded. And just when one becomes very interested in the affair the horn tips backward, shutting its contents from view, and a large sign unfurls in exactly the spot on which the observer's eye is focused. The horn tips every three revolutions and ten different signs are displayed in succession. Another way of using the Symmetroscope is to throw on a clutch that prevents the horn from tipping. Then on its edge are placed a number of circular signs which are always before the observer.



Tracking John D.

By W. S. MENDENHALL,
Sales Manager, The Electric Service and Supply Co., Aberdeen, Wash.

A few days ago one of our commercial solicitors noticed a little girl in his territory carrying home a one-gallon can of John D.'s best. Knowing that the oil must be going to a home that did not enjoy electric lights, he stopped the little girl and asked her where she lived. After getting her street number and name, he gave her a copy of G. E. Edison Mazda Booklet B-3206 with instructions to give it to her parents.

He had intended to call at the house a few days later and solicit the wiring, but imagine his surprise the next day when he was told that a telephone request to call at the address had been received at the office.

He called that afternoon and secured a contract to wire the house for six outlets and furnish Mazda Lamps and Shades complete, and also sold them an Electric Iron into the bargain. It certainly pays to be always on the alert and take advantage of every opportunity, no matter how small it may appear.

It will pay the central station to make a little effort to find who are the kerosene users and go right after the best of these houses with a strong plug for electric light.

R. E. Flower, formerly new business manager of the Mobile (Ala.) Electric Company has been transferred to Louisville, Ky., another of the Byllesby properties, as assistant new business manager.

YOU CAN SELL THOR

ELECTRIC HOME LAUNDRY MACHINES

On Easy Payments



Equipped with two-roll reversible wringer

And make good profits. Our plan enables you to place machines with your customers on easy weekly or monthly payments without investing a penny or tying up your money for a long period.

We Will Carry the Accounts

and make the collections for you. Your customers pay nothing down. They Can Try the Machine for 15 Days Free—then remit in small payments.

Fully 80 per cent of our sales are paid for on deferred payments. Write for our Dealers' Co-operative selling plan today and reap some of these profits now.

OVER 71,000 THORS IN USE

You can also sell Hurley Electric Vacuum Cleaners on easy monthly payments.

HURLEY MACHINE COMPANY

CHICAGO, 520 W. Monroe St.
LOS ANGELES, 3rd and Main Sts.

NEW YORK, 1015 Flatiron Building
SAN FRANCISCO, 523 Mission St.
TORONTO, Atlantic and Liberty Sts.

Success in an Appliance Campaign

"TALKING POINTS" *vs.* PRACTICAL SERVICE

☞ OHIO-SIMPLICITY Suction Sweepers are not encumbered with "talking points."

☞ They are built for practical, continuous, satisfactory service.

☞ It is our idea that service is what the Central Station sells—electric service and appliance service.

☞ It is our idea that an electric toaster on the pantry shelf or an electric sweeper behind the coal bin is not doing the central station a whole lot of good. The only appliances that are worth bragging about are the appliances that keep the meter turning every day of the week and every week of the year.

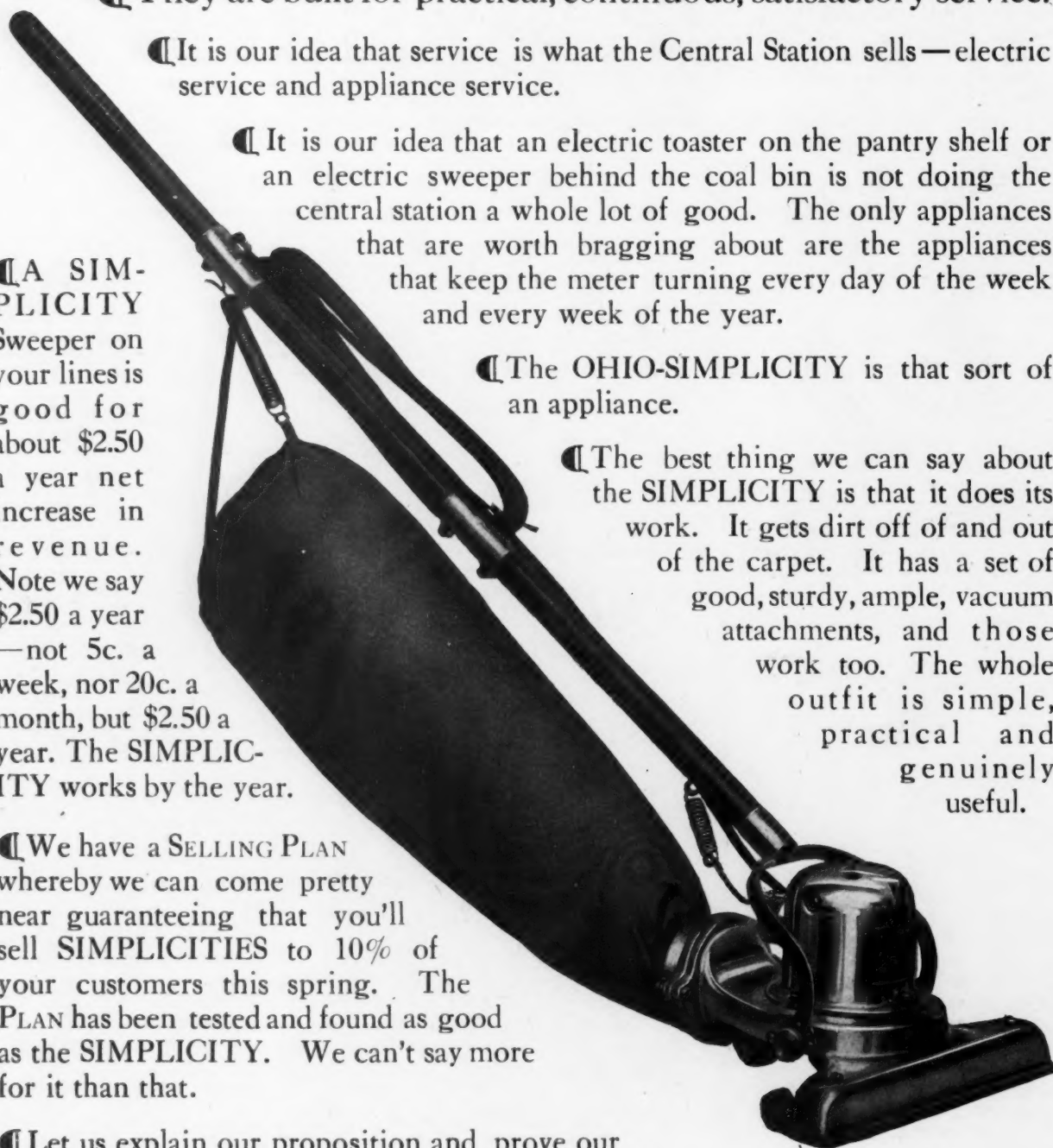
☞ A SIMPLICITY Sweeper on your lines is good for about \$2.50 a year net increase in revenue. Note we say \$2.50 a year—not 5c. a week, nor 20c. a month, but \$2.50 a year. The SIMPLICITY works by the year.

☞ We have a SELLING PLAN whereby we can come pretty near guaranteeing that you'll sell SIMPLICITIES to 10% of your customers this spring. The PLAN has been tested and found as good as the SIMPLICITY. We can't say more for it than that.

☞ Let us explain our proposition and prove our case—not by "talking points," but by the practical service we have rendered other central stations and which we can duplicate for you.

☞ The OHIO-SIMPLICITY is that sort of an appliance.

☞ The best thing we can say about the SIMPLICITY is that it does its work. It gets dirt off of and out of the carpet. It has a set of good, sturdy, ample, vacuum attachments, and those work too. The whole outfit is simple, practical and genuinely useful.



The Wise-Harrold Electric Company

New Philadelphia, Ohio

The Personality of Selling

An Analysis of the Factors That Make It—The Training of a Sales Force to Work as a Unit Behind a Well Organized Selling Plan

By CRUSE CARRIEL



WHEN someone says that Tom Jones is selling groceries at Newberry's down the street, most of us have a mental picture of Tom Jones standing behind the counter, tying up sugar or coffee or something else for Mrs. Buyer, punching the cash register, and—well, selling goods. That's as far as most of us go. We do not stop to wonder why Mrs. Buyer happened into Newberry's in the first place, or why she has been putting her money into Newberry's cash register for the past five years instead of giving it to Tomilson who is three blocks nearer her home. And yet, someone, or something, "sold" Mrs. Buyer when she first started to trade with Newberry, just as surely as store service and store personality have held her trade—have resold her, nearly every day of those five long years.

Selling is more than the exchange of one article for its equivalent. It is more than a study and an application of the economic laws of supply and demand. Selling, today, is the application of the influences of psychology from its root to its nth power.

With the mechanical end of selling—the wrapping of packages, the delivery, the sale in its restricted, narrower sense, we shall have nothing to do at present. But, what is this intangible something, this subtle understanding that seems to exist between some business houses and their customers, and is legally capitalized as good will? What is this ability to reach people, and establish a bond of friendship, if one may call it that? What, in short, is personality in business?

You say of a friend, "He has a very pleasing personality;" or, "He is possessed of great personal magnetism." Can you define this personality or personal magnetism? Can you put your finger on any one spot and say, "This is the thing that distinguishes this man from all others?" I doubt it, yet there is this something that distinguishes the individual, and the store and the business, large or small.

Back of every enterprise, whether it be a vast railroad system, or a banana stand, there is a man. To the extent that this man dominates the business with his personality, his individuality, it becomes a reflection of his characteristics. It is obvious that this is particularly true of the smaller concern. The personality of the man who runs the banana stand is the personality of the business, for he is the only one in it, but when there are added one, five, fifty or a hundred clerks or assistants, business personality is no longer a reflection of the individuality of the owner except to the extent that he can express himself through his clerks. The personality of any other than a one-man concern is the total of individuality—or personality, the conglomerate of the characteristics of every person in the business.

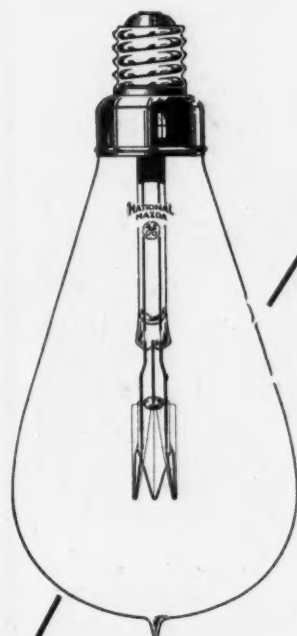
How Sales Personality develops

The personality of a store may develop in two ways; totaling the individuality of the various personalities in the business and striking a mean, which would be equivalent to allowing each soldier in an army to be his own general, to plan his own individual battle, to seize his own strategic position,

and to carry out his own attack or retreat as he saw fit. Or the business may be dominated by one individual who will subordinate the personalities of the others, or modify them to suit his ideals to the end that the personality of the business may be the reflection of the personality of his own ideal. The means the training of sales people. It means the casting of each individual mind in a common mould, and, then, the development of the unified viewpoint of the various sales people along a prescribed line until the personality of the store, which is simply the personality of the man behind, is reflected in each individual sales person. This is store personality—store spirit, the intangible something that can be capitalized as good will.

Two Examples of the Way to Cultivate Sales Personality

Most of us are familiar with the story of the National Cash Register Company's sales manual. How Patterson, the president of the company, watched his men demonstrating the machine at an exhibition and noticed that no two men used the same argument; that no two covered the ground the same way; and that, almost invariably, vital points that went to make a finished talk or canvass were omitted, because it was a monotonous job to repeat the same facts over and over again. The upshot of the matter was that a selling talk, embracing all of the talking points, was prepared. This was multigraphed, and every person who had to do with the sale of the machines was required to learn it. This was the start. Later, a manual was prepared, giving a standard demonstration for the machine, devising "approaches" and "closes," and as far as possible providing for every contingency that might arise in the course of making a sale. As a consequence,



750 and 1000-watt National Quality Mazda Lamp. Maximum dimensions—length over all 13½ inches; diameter 7 inches

A New Marvel in Lamp Making

THE commercial development of 750 and 1000-watt National Quality MAZDA lamps for 100-130 volt service represents a wonderful achievement in the manufacture of incandescent lamps.

They are remarkable not only because of their exceptional capacity as light producers but also in view of the extremely high efficiency at which they operate—an efficiency approaching one-half watt per candle.

Moreover, the light emitted by these new lamps is much whiter than that of the one watt per candle MAZDA lamps. For example, the color difference between the light of a 1000-watt MAZDA lamp and that of the present 60-watt MAZDA lamp is about the same as the color difference between the latter and the obsolete carbon filament lamp.

750 and 1000 Watt National Quality MAZDA Lamps

The new type of lamp is also made in various street lighting units for multiple and series burning. This line is represented by units of 80, 100, 250, 400, 600 and 1000 candle-power.


A specially designed line of reflectors and globes have been developed for the 750 and 1000-watt lamps by the Holophane Works of General Electric Company, Cleveland. This includes enclosing globes of Holophane prismatic glass, opal globes and bowls with concentric diffusers and Holophane D'Olier steel reflectors.

Orders for the new National MAZDA lamps will be accepted by any Division of the National Lamp Works or the particular agent with whom you do business.



Street Series type of National Quality high efficiency lamp

For additional commercial data and prices address any one of the Divisions of the



NATIONAL LAMP WORKS
OF GENERAL ELECTRIC CO.
NELA PARK, CLEVELAND

Member Society for Electrical Development—"DO IT ELECTRICALLY"

the National Cash Register Company has one of the most efficient and aggressive business-getting organizations in the world to-day, and there can be no doubt that this standardization of sales methods and sales talks has done a great deal to create this efficiency.

I have just been looking over the manual and hand book of the Burroughs Adding Machine Company, and I only wish that every central station man who reads this article might have the opportunity to do the same. It is an eye-opener.

The essence of the entire book of some 200 pages is summed up thus in its introduction, "This sales manual contains, in concentrated form, much of the selling experience of past and present Burroughs' salesmen. When you get a good argument that has helped you, send it to us; be as liberal with your good things as your fellow members of the force have been with theirs."

The manual contains a standard demonstration that is required to be committed to memory by all members of the selling force. The reasons for the demonstration, and how to make it effective, are illustrated

by actual conversations between the salesman and the prospective buyer. The manual also deals with the "approach," which provides for a number of contingencies, and is supplemented by an interesting list of "approach don'ts," most of which are applicable to any sale. Some of them follow:

"Don't disparage the prospective buyer's opinions."

"Don't antagonize him. Act as though you knew you were going to get on with him all right, not as if you were prepared for a hard tussle."

"Don't flatter."

"Don't tease."

"Don't trust to persuasion—convince."

"Don't talk for the sake of talking—say something."

"Don't talk all the time."

Then there are a number of answers to common objections; price arguments; competition arguments; selling points; instructions for getting cash with orders; types of prospects, and how to meet them, such as the uncivil prospect, the obstinate prospect; closing arguments. All in all, the

Burrough's sales manual means this to me: after reading it carefully, I do not believe that I would have a great deal of difficulty in selling a man a Burroughs adding machine, providing, of course, that he could use an adding machine in his business.

Sales Personality in Action

Under given conditions, there can be and is but one best way of making a sale. There can be and is but one best canvass or selling talk, and it will be found that in the sale of electric appliances the conditions of the sale do not vary greatly. For instance, in the sale of an iron, there is the woman who does her own housework, and who is so situated that cost is an item of importance to her. In her case, the vital talking points to use are the convenience, time-saving and labor economy of the electric iron as compared with other types of irons. Then, there is the woman who has her work done by the servant in the house. She is just as much concerned as the first woman with economy. But the problem of holding a good servant is of more importance to her than the question of convenience, although that naturally enters in because it is a factor in keeping the servant satisfied. Finally, there is the woman who has no laundry done at home, and who simply wishes an iron for quick pressing of lingerie or ribbons. In this case, the points of convenience and time-saving are the points for the salesman to emphasize.

Notice that in all of the instances, there are only three points of contact between the salesman and the customer. These points are, of course, subject to considerable elaboration, but make up, I believe, the basic foundation of the sales argument.

Here is another matter to consider. It will be found in the sale of any kind of article, whether it be an iron, a washing machine or vacuum cleaner, that the prospect will bring up certain objections. It will be found that these objections creep into almost every sale. The salesman, who knows, will watch these standard objections, if one may call them that, classify them, analyze them, and find the one best rebuttal for each objection.

In the large organization, it would be perfectly feasible and practicable for the sales manager, or sales director, to compile a sales manual giving the standard sales arguments for each article, and the one best answer obtainable to the objections that are constantly arising. But for the smaller companies, the companies having two, three, five or ten salesmen, there are difficulties in compiling such a manual. For their sources of material for arguments and answers to such objections are naturally limited.

The Manufacturers Can Help to Develop Sales Personality

However, there is a solution for this problem. I believe that manufacturers appreciate the fact that if they can reach the salesmen who are dealing with the ultimate consumer, and train them, they will get better results than can be obtained in any other way. In the heating-device game, the manufacturer is in a position to render an exceedingly valuable service that will at the same time redound to his own benefit. For, there are a number of manufacturers of electrically-heated and electrically-operated devices in the United States who are big enough and broad enough to undertake the training by mail of the retail salesmen who handle their devices. These manufacturers, with their traveling representatives, and other facilities for gathering the



How Efficiency Is Put Into Holophane Prismatic Glassware

Mold Making

The inside of a Holophane Prismatic Reflector is the efficiency side. Look at it. See how perfect a mirror each prism is. See how it catches every ray of light, and sparkles with reflection.

To design a Holophane Prismatic Reflector is a problem for technical men who know the laws of reflection and refraction, and of the interaction of glass and light.

To build molds which will turn out reflectors that give the results required by the design is a problem in tool work for the most skilled mechanics.

Molds are built, usually, in four parts. They are machined on special milling lathes. The prisms are first cut by special milling tools guided by a template on the bed of the lathe. When the machine work is finished, one man, Holophane trained, with tiny chisels and polishing stones of graded quality, retouches each prism until the design is reproduced in metal with microscopic accuracy.

Accurate mold making—scientific design—these are things which put Holophane Quality and Holophane efficiency into Holophane Prismatic Reflectors.



HOLOPHANE WORKS

OF GENERAL ELECTRIC COMPANY
CLEVELAND SIXTH CITY

New York Boston Philadelphia Chicago St. Louis San Francisco



Member Society for Electrical Development—"DO IT ELECTRICALLY"

best selling ideas obtainable should be able to compile a sales manual on their various articles that would be valuable in increasing the selling efficiency of the dealer, or the small central station salesman.

Already, one manufacturer of electrically-heated devices has attempted something along this line. However, this attempt was not the success it should have been. The reason was that the manufacturer was long on theory, but short on the practical side of the undertaking. The manufacturer who undertakes such a scheme as is outlined above, must place his bureau in charge of a man who knows, at first hand, the sales conditions, the sales methods, and the limitations, of the central stations and the dealer. The individual with a purely theoretical knowledge of how material should be sold, will not be able to deliver the goods when it comes to cooperating with the active salesman.

The Field Salesmen the Real Carriers of Sale Personality

The merchandising idea does not eliminate the field selling force. In view of the present status of the selling of electrically-heated devices, personal solicitation is necessary and should be the bone and sinew of any campaign, whether by newspaper advertising, direct by mail solicitation, or by any other form of publicity that will help. Personal solicitation is the highest form of advertising and selling. It is distinguished from newspaper advertising, circulars, letters, and all the other means of advertising, by the fact that when the solicitor calls on the prospect he adapts his arguments to local conditions. In other words, he baits his hook for the one fish he wants to land, whereas the ad-writer and the letter-writer are using a dozen hooks, and trusting to luck and the law of averages to snag something.

Finally, although the sales personality of a central station crops out of every effort it makes to sell electric heat, light, power, or appliances, it is best known through the personal work of its salesmen in the field—merging their own personalities into the larger personality of the whole sales force. It has been the purpose of this paper to show how this composite sales personality ought to be developed, and the vital necessity for developing it.

Turning the Grins to Chokes

An amusing story comes from Denver, how a little nimble wit will sometimes win against a "stacked house." A representative of the Denver Gas and Electric Light Co. outwitted and won over an office full of skeptical lawyers, the other day, in a way all his own.

He had been told that a certain very prominent attorney was a good prospect for a vacuum cleaner, so he took a cleaner and called at the man's suite of offices in the Equitable Building. As soon as he got into the large office and asked for his man, he noticed a great deal of smiling and heard some one say, "Call the boys." He immediately suspected that they intended to have a lot of fun with him. Afterward he learned that the rugs in that office had just come back from the steam cleaners two days previously.

So instead of making the usual demonstration of showing how much dirt the bag would collect in a short time, he took off the sack, turned the switch and ran the cleaner back and forth over the rug as rapidly as possible. The rugs were really not very dirty, but with the sack gone, the machine

sucked out great clouds of dust that quickly had about a dozen grinning lawyers coughing and choking and thoroughly convinced. The best of it all is that he didn't play smart-aleck about it, but succeeded in selling one cleaner outright and in getting several more good prospects.

S. E. D. Prizes Awarded to Jovians

The Society for Electrical Development has mailed checks in payment of the prizes awarded in the campaign for membership carried on in its behalf by the Jovian Order.

The first prize of \$500 for the Jovian League securing the greatest number of subscribers was awarded to the Cleveland Jovian League.

The first prize of \$250 to the individual securing the greatest number of subscrip-

tions was awarded to Mr. J. C. Bartlett, Philadelphia.

The second prize of \$150 for the individual securing the next greatest number of subscriptions was awarded to Mr. H. F. Viot, Omaha, Nebraska.

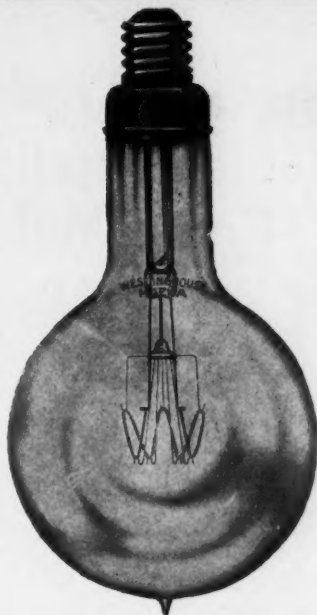
The third prize of \$100 for the individual securing the third greatest number of subscribers was divided equally between Mr. W. J. Trott, Fostoria, Ohio, and Mr. C. A. Taylor, Youngstown, Ohio.

Each of these checks was accompanied by a letter from the Society, expressing its thanks to the prize winners for their cooperation and assistance.

Robert Montgomery has been appointed manager of the New Business Department of the Louisville (Ky.) Gas & Electric Company.

Big Price Reduction Westinghouse Mazda Lamps

A 10% Reduction on all sizes effective April 1st. Send for new price folder giving full information



.6 Watts per Candle New Westinghouse Mazda Lamps

The Latest development of the Mazda Lamp—Improved Westinghouse Mazdas which operate at approximately .6 watts per candle, an efficiency 33% higher than any ever before obtained.

There are two sizes designed for lighting large interiors and for exterior lighting, also five sizes for street series service.

750 Watts (Approximately 1100 candle power)
1000 Watts (Approximately 1700 candle power)
80, 100, 250, 400 and 600 candle power (6.6 amperes series burning)

You can rely on their quality because they are labelled "Westinghouse."
Send for descriptive folder showing illustrations and prices.

"Guaranteed by the Name"

Westinghouse Lamp Company

Offices throughout the country

Factories, Bloomfield, N. J., New York, N. Y.

General Offices, 1261 Broadway, New York, N. Y.

Member Society for Electrical Development "Do It Electrically"

An Appliance Store in San Diego

The San Diego Gas and Electric Company announces the organization of the San Diego Gas and Electric Appliance Company which has been formed for the purpose of maintaining an electric store and doing a general business in the installation of housewiring and piping. Mr. Thurston Owens, formerly general manager of the LaCrosse (Wis.) Gas & Electric Company is the secretary and general manager.

At Home
At the Office
In Any Place

of Business BENJAMIN PLUG CLUSTER

is a great convenience because it gives you two outlets where you have had but one, doubling the capacity of your sockets by doing the work of two. You may attach any other electrical appliance that you wish and burn your lamp at the same time. It requires no extra wiring—you simply screw it into the socket.

For sale by all Electrical
Dealers
BENJAMINELECTRIC
MFG. COMPANY
120-128 So. Sangamon St.
Chicago



Progress Figures from Stockton

Some interesting figures have been compiled to show the commercial development effected in the territory served by the Western States Gas & Electric Co., of Stockton, Cal.

During the period between April 1, 1911 and January 1, 1914, there was an increase of 4,417 electric customers or 120 per cent and an increase of 2,433 gas customers or 59 per cent, whereas Stockton's population increased only 29 per cent in the same period. There was one electric meter in service then to each 9.4 of population; today there is one electric meter for every 5.48 of population. These figures of meter ratio include the fifteen other communities served electrically by the company. Gas is distributed in Stockton only. At the time the property was taken over there was one gas meter in service for every 6.25 of population, today there is one gas meter in use for each 5.09 inhabitants.

Great strides have been made promoting the use of electric power for irrigation. At the present time the total load of this nature served by the company amounts to approximately 5,000 horsepower. Following is a comparison of the electric connected load as of December 31, 1913 with that of April 1, 1911, covering a period of two years and nine months:

	Dec. 31st 1913	Apr. 1st 1911	In- crease	Per cent Increase
Total Number of Customers	8,091	3,674	4,417	120%
Kilowatts Lighting Load	7,355.4	3,487.6	3,867.8	111%
Kilowatts City Lighting Load	253.2	201.2	52	25.9%
Horsepower Motors Connected	14,699.2	3,386.5	11,312.7	33%
Total Kilowatts all purposes	18,574.1	5,974.8	12,599.3	211%



Discussing the Check Meter

By O. M. BOOHER

Manager Commercial Department Indiana Rwy. & Lt. Co., Kokomo, Ind.

We have devised a simple method to secure convicting evidence against metered electric light consumers suspected of current theft. Instead of placing a check meter in a box on a pole near the suspect's premises we use a small empty transformer shell hung in the usual way on the pole. The primary and secondary leads are used as the feed and load wires of the meter which is placed inside the shell.

This method avoids all possibility of suspicion on the part of the customer, which might cause him to play square during the test. He thinks, of course, that the transformer is placed there for the same purpose that other general transformers are used. Another advantage is that in case the suspect is innocent the company is saved the embarrassment which might follow did he know of the test. We find by experience that the suspected customer is apt to become suspicious of "that box on the pole," so we go him one further by using the transformer shell.

New Show Case Unit

A new show case unit, consisting of a tubular Mazda lamp and an aluminum lined brass reflector has recently been developed by the Holophane Works of the General Electric Co.

The lamp is one inch in diameter and twelve inches long from the contact of the medium screw base with which it is equipped to the tip of the lamp and fits the ordinary socket. The single drawn wire filament extends practically throughout the entire length of the bulb, thus providing a running line of light. It is made in two wattages—25 and 40.

The reflector when in position in the upper front angle of the show case, occupies a space 14 inches long, 2½ inches wide and 2 inches deep. The contour of the reflector is designed to present a neat appearance, to give the most effective distribution of light and to shield the eye from the high intrinsic brilliancy of the lamp filament.

The unit is readily installed by raising the glass top of the show case, supporting the reflector from the upper edge of the upright glass by means of two brass brackets and then lowering the top. The two brass brackets are made to fit the thickness of the plate glass ordinarily used in show cases. The lamp socket is mounted on a hinge. This facilitates the removal or insertion of the lamp after the reflector is installed. In order that the lamp may not swing out of the reflector when in use, it is held rigidly by a wire clasp situated on the reflector near the tip end of the lamp.

Toledo Library Buys Sign

An interesting incident of the big sign campaign which is being carried on by the Toledo (Ohio) Railway & Light Company is the sale of a good size display to the Toledo Public Library. This is a sign bearing the single word "LIBRARY" and makes just one more step in the universal adoption of the sign that never sleeps. Gradually the public is coming to realize that if there is need of any sign at all, it should be on duty by night as well as day.

IT'S Easy to put on a Large Number of Profitable Small Customers by the Controlled Flat Rate System.

Why not try it? Let us tell you what it has done for other central stations in all parts of the country—What the managers think of it.

Excess Indicator Co.,

Westinghouse Building,
Pittsburgh, Pa.

A New Street Lighting Unit

An interesting high efficiency street lighting unit has been announced by the Holophane Works of General Electric Company of Cleveland to meet the growing tendency in street lighting, towards a single light standard with a globe of ornamental design. (The unit consists of two pieces. The upper part is made of Pyro, a dense opal glass and the lower of a light density opal glass or crystal roughed inside glass. As a result the upper portion acts as a reflector, throwing a considerable proportion of the light on the street surface, where it becomes useful in performing the function of street lighting. The unit is designed for use with the new high efficiency Mazda lamps of either the multiple or series type. With a 750-watt multiple Mazda lamp the maximum candlepower is 950 at an angle of about 65 degrees.)

The appearance of this unit is very pleasing as seen in the picture, which makes it particularly desirable for the lighting of residence streets, popular boulevards or ornamental installation in business districts where its high efficiency makes it particularly effective.



READ THE DOLLAR IDEAS IN THIS ISSUE

Why don't you send
in some of your own
BRAIN THROBS?

Every time you Ring the Bell,
we send you a Bright, Young
Dollar Bill.

Write us a letter today and
tell us the Good Schemes
you have used to Win Sales.

They are Dollar Ideas—
Every One Worth a Dollar
Bill.

Electrical Merchandise
17 Madison Ave., New York City



Form for Sign Wording

By A. B. HITZEL,
Commercial Manager, Elmira Water, Light &
R. R. Co., Elmira, New York

We operate a sign on the roof of our building and have found that it is necessary to give very explicit instructions in ordering a change of wording. Often the one who orders the change will not plan carefully

From 279-A-11-100
ELMIRA WATER, LIGHT AND RAILROAD CO.
Office Memorandum

Mr. Bange, Supt. Electric Station:
Dear Sir: Will you please have Electric Roof Sign changed to read as follows:

	S	I	M	P	L	I	C	I	T	Y	
	C	L	E	A	N	E	R	S			
	A	R	E		B	E	S	T			

Commealing
Very truly Yours,

191

Weg

enough or the man who does the work will not use his judgment in the spacing of the words.

We have had a blank printed up showing the number of monograms on the sign in which we print the wording exactly as wanted and all conditions are covered at the outset. Perhaps this idea will be of value to other companies who use changeable roof signs or window signs. It can also be applied to changeable signs maintained for customers.

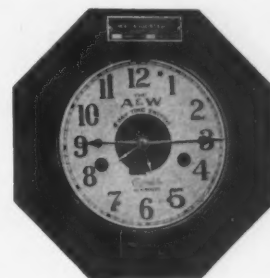


Mr. Stephen L. Coles has resigned the secretary-treasurership of The Society for Electrical Development, effective April 15, to join the engineering staff of M. W. Thompson, 111 Broadway, New York City, specialist in litigated engineering matters and in reports on railroads and other large properties. Mr. Coles will devote his attention principally to electrical public utilities having problems of service, policy and competition to solve.

Growing Interest In Time-Switches

It is pleasing to note an increasing interest in the use of time-switches for operating store windows. Central stations have been disposed to hang back somewhat in pushing the time-switch because it is not a positive current consuming device. More and more however, it is being realized that the time-switch is of greatest assistance in influencing the storekeeper to keep his windows burning late into the night, and such a habit adds an off-peak load that is most profitable.

The A. & W. Electric Sign Company in Cleveland have just announced a new series of time-switches in addition to their regular



eight day, on and off time-switch that has been on the market for several years. The steady increase in the sale of these time-switches has led to the enlargement of the A. & W. time-switch department, and the introduction of an experienced clock expert. The line has been increased, backed by a positive guarantee. The attractive and business-like appearance of the new clock is apparent from the picture.

This matter of time-switches is worth the attention of every central station. It will cost nothing for the salesmen to keep the subject before the merchants and it will undoubtedly result in popularizing the device. It will pay to adopt the rule—"Every time you talk to a merchant, put in a plug for the time-switch."

Miniature NATIONAL QUALITY
MAZDA LAMPS Sparkle in

ARGUS SIGNS

HARVEY DESCHERE & CO., MFRS.,
WORKS, 1507 GARDEN ST., HOBOKEN, N. J.

Packard TRANSFORMERS

have been leaders since pioneer days
and Packard Insulation including In-
sulating Cloth, Tapes and Varnishes.

EXPLAINS WHY THEY LEAD

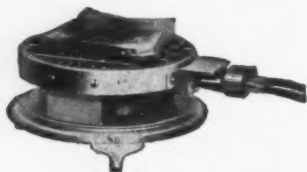
Our Circulars give other reasons.

THE PACKARD ELECTRIC COMPANY
319 Dana Ave., Warren, Ohio

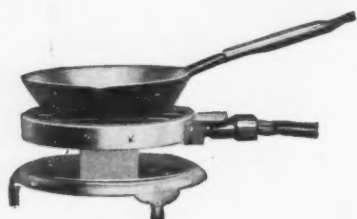


New Triangle Toaster Stove

A new toaster stove of unique appearance has just been introduced by the American Electrical Heater Company at Detroit. As shown in the pictures, the stove itself



is a small compact device for general utility with the regular utensils used in the household. Bread is toasted either above or beneath the element. That is, it is set on top of the grid or slipped in underneath it.



The tea-kettle, coffee-pot frying pan or other utensil is simply set upon it in the same way. The stove is finished in polished nickel; heating surface is 6 inches in diameter and the price is exceedingly attractive.

Sign Manufacturers Perfect Organization

The second meeting of the electric sign manufacturers, held at the Planters' Hotel, Chicago, on March 30th and 31st, resulted in the formation of the National Electric Sign Manufacturers Association. The sign fraternity was represented by men from all parts of the United States and Canada and gathered together for the purpose of perfecting a workable body to undertake development of better conditions in the sign industry.

The following officers were elected: George R. Hall, of the National Electric Sign Company, Jersey City, N. J., president; Frederic A. Kehl, of the Brilliant Sign Co., St. Louis, first vice president; Norman B. Hickox, of the Greenwood Advertising Co., Knoxville, Tenn., second vice president; T. C. Macey, of the Macey Sign Co., Toronto, third vice-president; C. M. Davis, of the American Sign Co., Kalamazoo, treasurer.

Annual Doherty Convention

The Annual Convention of the officials of utilities, both gas, electric and street railway, operated by the Henry L. Doherty & Company, New York City, gathered together for their Convention at the Hotel Manhattan, New York City, during the week of April 6th. About 150 men from some 100 companies were in attendance. Most of the companies in the Doherty organization were represented, and the men were principally general managers, new business managers, superintendents and department heads.

Ten sessions were held during the week at which papers were presented and free discussion of all branches of the work took place. Much of the time was given to the consideration of such subjects as relations with the public, and also relations with state and city commissions. One session was given up entirely to the modern movement towards "Safety First." On April 9th an informal dinner was given at Healy's Restaurant.

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